

JESSE M. ROBREDO

Memorial Book



"Tsinelas Leadership: the pragmatic and more demonstrative version of servant leadership that Sec. Jesse always talked about."

— SEC. RENE ALMENDRAS

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JESSE M. ROBREDO

1958-2012

INTRODUCTION

THIS book honors a dedicated public servant, in the hope that his life and career will serve as an inspiration and challenge to the Jesse M. Robredos of the future. Just as the death of Ninoy Aquino inspired Jesse to enter public life, we hope that Jesse's story, and the manner in which the nation came together to pay tribute to him, will inspire future generations to pursue what has memorably come to be known as tsinelas leadership.

The Committee on Funeral Arrangements and Burial of the late Secretary Jesse M. Robredo presents this book to the Filipino people, in fulfillment of President Benigno S. Aquino III's instructions—that the Republic should render the highest and most meaningful honors to one of its most faithful sons.

Jesse Manalastas Robredo. Mabuting ama. Mapagmahal na asawa. Mapagkalingang anak. Tapat na kaibigan. Lingkod bayan. Nagueño. Bicolano. Higit sa lahat, Pilipino.

Ramon A. Carandang
Presidential Communications
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"Our country is in dire need of servant leaders whose sense of compassion and service is truly awakened. We cannot bring the Philippines to lasting greatness without leaders of this caliber working in government."

— SEC. JESSE M. ROBREDO



PHOTO BY RUDY LIWANAG

THE LIFE OF JESSE M. ROBREDO

Jesse Manalastas Robredo was one of the most unassuming people in public service. He belonged to that rare breed of public servants who remained unaffected by the trappings of power.

What Jesse believed in was simple: God, family, and country. He was a devotee of the Our Lady of Peñafrancia and would attend the fluvial parades in Naga religiously. He would also make it a point to come home every night as often as possible, to have dinner with his daughters, and go back to Naga on weekends to be with his wife and family—all while transforming Naga into one of the most progressive cities in Bicol and, later, while instilling best practices in other local governments as Secretary of the Interior and Local Government.

It was this dedication to God, family, and country that kept Jesse grounded throughout his life and allowed him to resist the temptations that normally come with public life. It is that life that we remember and celebrate in the following pages.

For the 2000 Ramon Magsaysay Award for Good Governance conferred upon Jesse M. Robredo, Lorna Kalaw Tirol wrote a biography detailing Jesse's family life, the awakening of his desire to serve the country, and the reforms he instituted for Naga City.

THE 2000 RAMON MAGSAYSAY AWARDEE FOR GOOD GOVERNANCE

BIOGRAPHY OF JESSE ROBREDO BY LORNA KALAW TIROL*

His baptismal name came from the Bible, and his family name was borrowed from the priest who had baptized his grandfather. Jesse M. Robredo is a second-generation Chinese Filipino. Born in Naga City on May 27, 1958, he is the third of five children, two sons and three daughters, of Jose Chan Robredo, Sr. and Marcelina Manalastas.

Robredo's paternal grandfather was a full-blooded Chinese named Lim Pay Co who arrived in the Philippines at the turn of the twentieth century. Among Chinese immigrants who became Christians, it was the custom to adopt the name of their godparents at baptism. Lim Pay Co instead chose the name of the priest who baptized him; thus, Juan Lim Robredo. Jesse's father acquired the middle name Chan from his mother; it was her maiden surname.

Marcelina Manalastas, unlike her husband, was not originally from Naga. She was from the fishing town of Navotas in the province of Rizal. She moved to Naga in the early 1950s to work in a grocery store owned by her relatives. She completed only an elementary education and learned to read English-language newspapers from her husband, who had finished high school. Jose was not the typical businessman who was concerned only with numbers and profits: he spoke English well, and loved books and literature. He once had an article published in the Philippines Free Press, the most respected national weekly magazine at the time.

Jose spoke the Fukien dialect, but only to the other Chinese in the community. His children understood a little Fukien, but spoke Tagalog, their mother's language, at home. Unlike many other Chinese Filipinos, Jose preferred to send his children to Filipino Catholic schools rather than to Chinese schools because he wanted them to be integrated into the Filipino community.

In the early years of their marriage, Jose Robredo owned a timber concession. His company, Timber Wealth, supplied lumber to a number of hardware and lumber stores in Naga. Jesse says timber concessionaires had to contend with foresters and forest guards whose rules "were designed in such a way that they were difficult to comply with." Rather than have to "wheel and deal" in order to keep his business, Robredo's father decided to chose up shop. Marcelina, on the other hand, was an enterprising woman who bought and sold fish and other seafood in partnership with her sister Felisa, whose base was the sprawling Divisoria market in Manila.

In 1962, Marcelina convinced Jose to go into the trawling business so that she would no longer have to deal with trawl operators. Jose agreed. Still fascinated with the word wealth, he christened his new enterprise Fishing Wealth.

As a result of retinitis pigmentosa (night blindness), however, Jose was gradually going blind. At thirty-nine, he completely lost his eyesight. Jesse was only four years old at the time but he remembers that what might have been a tragedy became, instead, a source of motivation for his father and an inspiration to the rest of his family. Years later, Jesse's older brother also fell victim to the disease.

There being no marine engineers or architects at the time, Jose set about designing his own trawlers. His children and nephews and nieces served as his eyes. He asked them to read aloud from instruction manuals while he visualized the layout of fishing trawler. He himself oversaw the business. He even repaired his boat engines himself. He also taught himself to move around unaided, and to help out in the kitchen and with the laundry when necessary.

The enterprise proved true to its name. With their earnings, the Robredos sent all their children to private schools in Naga. But in the 1970s, trawl fishing faced new regulations.

For example, trawl fishing was allowed only at depths of seven fathoms; fishermen needed bigger boats if they were to operate profitably and at the same time comply with the rules. The cheaper boats available were second-hand vessels from Japan. Jose could not afford to acquire the bigger boats, and so decided it was time to close shop again. He was a peaceable man who did not wish to break the law, and a sensible entrepreneur who would not risk pouring all his earnings and even his savings into the business. Besides, he told his family, they already had as much as their modest lifestyle required and could not ask for more. They had become moderately prosperous and could afford to keep two, sometimes three, househelp and a driver as well. Marcelina, meanwhile, went into rice and copra trading. (Jose's relatives owned a copra-oil mill near Naga.)

Home to the Robredos was the old house of Jose's parents in the family compound, where his sister also had her own place. The compound was situated near the commercial district as well as a slum area. As a boy, Robredo became streetwise and, having made friends with children from both sides of the tracks, got to know how both the relatively well-to-do and the very poor lived. Despite his blindness, Jose was the family disciplinarian but his children always understood why he was very strict with them. Out of respect for his father, Robredo neither smoked nor drank, and never tried. Jose also demanded much from his children in terms of academic performance. He valued education and promoted a competitive spirit among the children. Being number two in class wasn't good enough for him; his children had to be number one. "There is no place for second honor, only first honor," Jesse Robredo remembered him saying.

From both his parents Robredo learned the virtues of caring for others and frugality and the value of a modest lifestyle. From his father in particular he learned that protecting the integrity and honor of one's family is of highest importance, and the children were expected to contribute their share in doing that. Marcelina, for her part, was a devout Catholic who instilled the precepts of her faith in her children. She took them to Mass every Sunday, and although Jose went along only on Christmas Day, he, too, says Robredo, was a religious man who prayed every day and encouraged his children to do the same.

Robredo began his formal education at Naga Parochial School, a private Catholic school with fewer than one thousand boys located behind the cathedral and run by the archdiocese. The language of instruction was English, and Robredo recalls that although he and his siblings did their homework on their own, they would ask their father to help them with their English compositions.

If there was one lesson elementary school taught Robredo, it was that "sometimes your best is not enough." Naga Parochial School had established a record for winning Bicol's annual province-wide chess tournament and Jesse's own brother had been among its champion competitors. When his turn came to represent his school, however, Jesse garnered only second place. (He was nevertheless his school chess champion in both elementary and high school.)

The grade school teacher Robredo remembered most was the one who encouraged students to outdo themselves. Mrs. Carmen Ojeda taught mathematics and was like a second mother to him. She often told him that she hoped he would someday make a name for himself. Years later, when he was mulling a run for the mayorship of Naga, Robredo visited her and asked her what she thought of his chances. She replied that she wasn't sure, but that she would be glad to help him.

In 1970 Robredo entered high school at Ateneo de Naga. The only Catholic high school for boys in the city, it is run by the Society of Jesus and is therefore highly regarded for its emphasis on personal discipline and academic excellence. Ateneo was not the small, intimate school that Naga Parochial was; it drew students from other provinces and from higher socio-economic classes. To the young Robredo, however, Ateneo offered much more; it was training him for the future, particularly for a life of civic involvement. "At Ateneo," he says, "I learned to deal with people and I learned to deal with the external environment." But it was not until after he had left Ateneo that he began to appreciate fully its motto of shaping "men and women for others."

At Ateneo de Naga Robredo met two Jesuit priests who made a tremendous impression on him. One was Fr. Jack Phelan, his father confessor. The other was Fr. James O'Brien, a tall and lanky Irish American Jesuit who spent his years in Bicol deepening the people's love for their region by making them aware of the richness of its culture. Father O'Brien spoke Bicol fluently, and in his talks with Bicolanos he tirelessly encouraged them to "love Bicol, think Bicol, learn

Bicol."

Among Ateneo's lay teachers, Robredo remembers English teacher Greg Abonal for having taught not only English but, more important, the art of living. How clearly Robredo recalls Mr. Abonal's constant reminders: "the process is more important than what you learn"; "grades, while important, are not your life"; "faith is important, as is honesty, and exams are a means not only to test what you've learned but to test your character as well."

Robredo entered high school during a period of emerging political turbulence in Philippine history. The communist New People's Army was gaining ground against the government of President Ferdinand Marcos and drawing sympathizers even among the students at Ateneo de Naga. In September 1972, when Robredo was in the middle of high school, Marcos declared martial law. Robredo remembers the day the Prefect of Discipline called all the students to an assembly and warned them against getting involved in anti-government activities, lest they expose the school to the risk of closure.

Although Robredo himself was never drawn to activism, he was neither ignorant of, nor indifferent to, political issues. His father was a sympathizer of the Liberal Party, which at the time was the opposition party, and openly expressed a dislike for martial law. Jose Robredo had always encouraged his children to speak their minds and, at mealtimes when everyone was required to be present, he encouraged lively discussions including politics.

Like other children of provincial families of moderate means, Robredo was sent to Manila for his college education. Filipino parents believe that their children will have better career opportunities if they have diplomas from the best-known schools in Manila. Robredo wanted to be an engineer. Like his father, he excelled in science and math. He applied and was accepted at the state-run University of the Philippines in Los Baños, for its agricultural engineering course, but he chose to enter De La Salle University, which was widely acknowledged to have the best engineering school. His older brother and sister were already enrolled in Manila schools by then.

Robredo entered La Salle in 1974. He was 16 years old. He lived with his aunt, Juanita Hao Chin, his father's sister, and her husband, Vicente, during most of his six years of college. He had for a roommate his cousin, Pablito Hao Chin, who graduated a year earlier than he from the University of the Philippines. Pablito was a voracious reader and deep thinker; he engaged Robredo in spirited nightly discussions on everything from politics to management issues. Robredo always remembered and valued them.

It was the intellectual challenge Robredo liked most about La Salle. He also found time for sports and played basketball with the engineering school's intramural team. But he shunned parties and nights out with his peers, although he allowed himself an occasional movie. He preferred to stay home to study or to watch television.

Robredo's hard work paid off. Six years later, he graduated with two bachelor of science degrees, one in mechanical engineering and another in industrial management engineering. He had hoped to take over the family business after graduation but his father discouraged him since the business was not thriving. Jose suggested instead that he try his luck in Manila.

He did not have to look far. With two degrees from De La Salle, he immediately received job offers from some of the country's biggest companies. From among the offers he decided to accept the one from San Miguel Corporation, the blue-chip beer and food conglomerate. It was a dream job for a *provinciano* (province-bred person).

Robredo's first assignment at San Miguel was in the Physical Distribution Technical Services department of the General Services Division. Having learned the value of hard work from his father, he thought nothing of working extra hours; promotions came quickly. Within six months he had hurdled two of the three levels in the division and was then sent to the finance division for another six months. When his immediate superior was moved to Magnolia, the ice cream division of San Miguel, he was invited to come along. He was assigned to logistics planning and concurrently functioned as staff assistant to the physical distribution director.

While in that position, twenty-six-year-old Robredo was dispatched to the northern town of San Fernando, La Union, to investigate reports of two anomalies at the Magnolia Dairy Products Plant there. Relatives of Magnolia employees had won the major prizes in a

promotional contest and there were also reports of warehouse pilferage. To determine what went wrong with the contest, Robredo made an assessment of its rules and procedures and analyzed the company's control measures. He traced the theft to tampered documents. To eliminate any recurrence, he streamlined the flow of documents and instituted an efficient system of controls. At the same time, he upgraded the plant's entire warehousing system by improving the use of resources, cutting down on overtime, and improving productivity.

The move to La Union came at a difficult time for Robredo since he was enrolled in a graduate program in business administration at the University of the Philippines in Diliman, Quezon City. Once a week, immediately after his night classes, he would take the bus from Quezon City to La Union, a tiring five-hour trip. Arriving at midnight, he would sleep for about five hours and then report for work. His sacrifices paid off when he finished at the top of his class in 1985 and named the Graduate School and Faculty Organization awardee for scholarly excellence.

For almost a year after La Union, Robredo was assigned as area physical distribution head for Visayas and Mindanao in the southern Philippines, based in Mandaue, Cebu Province. That stint over, he moved back to the warehousing unit of Magnolia in Manila.

Robredo looks back today on these early years with San Miguel as good preparation for being mayor. During this time, San Miguel propagated the slogans "The best resource of this company is its people" and "Profit with honor." It emphasized product excellence. Whether in sports or in generating profits, being number one was the rule.

"San Miguel gave me the experience to deal with all types of people. When you are in charge of a warehouse, you deal with managers as well as with people who have not had much of an education, the laborers and the labor leaders. It was a fairly good exposure," says Robredo. Having also learned about human relations from his parents, who taught him that "you must give a sense of importance to everybody if you expect them to work well for you," he organized a basketball tournament in La Union, as a way of building camaraderie among the warehousing employees, and took pains to be present at the wakes of his employees' relatives.

Political turbulence surfaced again just as Robredo's corporate career was taking off. On August 21, 1983 Sen. Benigno Aquino Jr., a charismatic opposition leader whom Marcos had jailed for years, was assassinated as he returned to the Philippines from self-exile in the United States. Robredo heard the news on his car radio and confirmed it with his cousin Pablito upon reaching home. Two days later, Robredo joined thousands of grieving Filipinos in a queue outside Aquino's house, for a chance to view his bloodied body and to pay his respects. Robredo recalls talking briefly with Aquino's widow, Cory, and telling her he was with San Miguel Corporation. (At the time, San Miguel Corporation was led by Mrs. Aquino's estranged cousin, Eduardo Cojuangco, a well-known supporter of Marcos.)

How could this happen in my country, was Robredo's anguished question. On the day of Aquino's funeral he was among the huge throng that gathered for Mass at the Sto. Domingo Church and joined the march to the cemetery. He remembers that day clearly because in the evening he had an examination to take at the University of the Philippines.

Robredo's intuition told him that Benigno Aquino's assassination would spell the beginning of the end for Marcos. He himself, however, was in a delicate situation. He had become politicized almost overnight but his company was openly and proudly pro-Marcos. Robredo would not be daunted. He even dared to display a yellow ribbon on his car as a sign of sympathy for Aquino and of protest against Marcos.

After the Aquino assassination, the anti-Marcos protest movement penetrated the Magnolia dairy products plant where Robredo worked, just as it penetrated many other sectors of Philippine society. Robredo and four others formed a chapter of the Society for the Professional Advancement of Democracy and Enlightenment (SPADE) at the plant. They joined the movement's noise barrages and marches down Ayala Avenue`in Makati, the country's premier business district. And after the snap election of 1986, they attended the massive rally organized by the followers of presidential candidate Cory Aquino, who believed she had been cheated of victory by the dictator Marcos. During the rally, Mrs. Aquino called for civil disobedience and a boycott of companies owned by Marcos's friends, including San Miguel.

There was a personal dimension to Robredo's opposition to Marcos. His uncle, Luis Villafuerte, the governor of Camarines Sur, had served in the Marcos cabinet but had joined the opposition following the Aquino assassination. Villafuerte subsequently invested in a weekly magazine, Mr. & Ms., which in September 1983 spawned an underground edition that chronicled the growing anti-Marcos protest movement. With Villafuerte on the opposition side, his family and relatives now felt they were free to express the political sentiments they had previously suppressed.

Robredo's participation in the protest movement placed an additional burden on what little time he had for his MBA program. But he persisted, because he realized that graduate studies gave him a background in economics which he had not acquired from his engineering courses. Attending night classes, he took seven trimesters to finish the program.

In February 1986, when the anti-Marcos four-day People Power revolution broke out, Robredo was among the hundreds of thousands who camped out on E. de los Santos Avenue (EDSA). On the night Marcos fled with his family, Robredo and his cousin Pablito were among the first curious Filipinos to arrive in Malacanang, the presidential palace in Manila. They found styrofoam boxes with uneaten food, and photographs of the deposed dictator and his family.

The successful People Power revolution and Cory Aquino's assumption of the presidency gave Robredo hope that the new government would bring about a new and better political order. In March 1986, a month after the revolution, he took a year's leave from San Miguel and returned to Naga upon the invitation of his uncle, the governor. Villafuerte wanted his young nephew to be the program director of the Bicol River Basin Development Program, which was preparing feasibility studies and monitoring and coordinating infrastructure projects in three contiguous provinces. It was funded jointly by the United States Agency for International Development, the Asian Development Bank, and the European Economic Community (EEC).

Robredo planned to work briefly in Naga and then return to San Miguel. The company had reverted to its original owners, the Soriano family, and Eduardo Cojuangco had joined the Marcoses in exile in the United States. Robredo was confident that the company would restore a professional working climate based on the merit system. By November, however, he had decided to stay in Naga. Inspired by the success of People Power at EDSA, he wanted to heed President Corazon Aquino's call to service.

His first months in government service were disappointing and they taught him a painful lesson about politics. The Bicol River Basin Development Program was directly under the office of Vice President Salvador H. Laurel. Laurel wanted to appoint the nephew of Senator Edmundo Cea, one of his political allies, to be Robredo's deputy. He summoned Robredo to his office in Manila. Robredo tried to explain that the deputy program director's post had been filled but that another position was vacant. He returned to Naga believing he had convinced Laurel. Two weeks later, however, Robredo was informed that Laurel had appointed the Cea nephew as program director, replacing Robredo.

Refusing to buckle to pressure, even after Mrs. Aquino's executive secretary Joker Arroyo took Laurel's side, Robredo decided he would sue, not for himself (because he had his San Miguel job waiting for him), but to prove that "this was a different time and a different world." The court rebuffed Laurel and Robredo remained in office a full year.

It was through his job at the Bicol River Basin Development Program that Robredo met the woman who would become his wife. Maria Leonor "Leni" Gerona was also from Naga and had returned there in search of a job after graduating from the University of the Philippines College of Economics. Her father was a judge and a friend of the Villafuertes. She applied for work at the Program and was interviewed by Robredo himself. She struck him as a very bright young woman who did not need a politician's recommendation to land a job. That is not the way we run this office, Robredo assured her. After she passed the examination for applicants and the interview, he hired her to join his staff.

Unknown to Robredo, the governor had bigger plans for him. Villafuerte's father, Mariano, had been a congressman and governor of Camarines Sur, and his older brother, Mariano Jr., was vice mayor of Naga. Luis himself started to rise as his province's political kingpin after Marcos declared martial law. He had earlier drawn Marcos's attention as a brilliant investment-bank lawyer. So impressed was Marcos with Villafuerte that he was invited to be

a candidate of the administration party, Kilusang Bagong Lipunan, for the Interim Batasang Pambansa (Interim National Assembly) in 1978. He won, and even before warming his seat in the Assembly, was appointed minister of trade in 1979.

Just before the elections for the regular Batasang Pambansa in 1984, however, Villafuerte suddenly defected to the opposition party, the United Nationalist Democratic Organization. He won a seat in the Batasang Pambansa and, with the fall of Marcos and the ascension of Aquino, found himself on the right side of power. As a leader of the new ruling party, he was appointed chair of the Presidential Commission on Government Reorganization and officer-in-charge/governor of Camarines Sur.

At this time, two groups were jockeying for political power in Camarines Sur. Villafuerte's supremacy was threatened by Raul Roco, who had defeated Villafuerte's candidate in the 1987 congressional elections. Roco had gained a reputation in the province as a local boy who made good, having reaped success first as a national student leader and legal scholar, then as a young delegate to the Constitutional Convention of 1971, and then as a corporate lawyer in Manila. Now he was back home testing the political arena and finding it to his liking. In the local elections the following year, Roco fielded his brother, Ramon, for the mayoral post in Naga. Villafuerte, needing a winnable candidate to challenge Ramon Roco, convinced Robredo to run. The incumbent mayor stepped aside and pledged his support to Robredo.

Robredo was not interested in running at first. But after having campaigned extensively in Naga when its former vice mayor, Virginia Felipe Perez, ran for Congress against Raul Roco, he realized that he could do something for his city. He was very naïve at the time, he says. "I didn't know what politics was all about."

To campaign, Robredo mobilized his supporters and went from house to house around the city not just once but three times. Like all politicians, he became fair game for anyone who wanted money for anything from tuition to basketball to medicine. His relatives proved more than generous with their contributions to his campaign fund. One of his godfathers at marriage, who owned the biggest athletic goods store in Naga, donated basketballs and uniforms.

Early in the campaign, Robredo told himself that if he won he would change the rules for running for public office. Philippine elections have become notorious for awarding victory to candidates loaded with "guns, goons and gold," even at the local level. Robredo himself estimates that he must have spent from P1.5 million to P2 million on his campaign. But to his credit he combined the traditional politician's tactics with a sound development plan for Naga. He assured the people that, if they would give him a chance, he could get foreign funding for his projects.

There were six candidates for mayor. Robredo garnered 24 percent of the votes, leading his closest rival, Ramon Roco, by only 947 votes. Winning along with him were his partner for vice mayor and three of the councilors on his ticket. The seven other councilors were from the opposition. Villafuerte himself was elected governor of Camarines Sur.

Robredo was tweny-nine when he took over City Hall in 1988. The challenges he faced were formidable, not least among them a tradition of old politics that eschewed change and sought to retain the status quo. Nor did he need reminding that he was the minority mayor of a third-class town with a one-million-peso budget deficit. There were other serious problems: the central business district was overcrowded and the volume of traffic had become unmanageable; the local economy was sluggish and employment scarce; basic services, particularly in health and education, had deteriorated; theaters and nightclubs offering smut films and lewd shows were prospering; illegal gambling was rampant, encouraged by "untouchable" syndicates; and the number of homeless urban poor had become alarming.

At the time, Naga, with a land area of 77.4 square kilometers and a population of 130,000, ranked forty-fifth among sixty Filipino cities in terms of size and thirty-ninth in terms of population. It had a proud history as a royal city named Ciudad de Nueva Caceres during the Philippines' three centuries of Spanish colonization. But it had long ceased to be the premier city and religious, educational, commercial, and political center of the Bicol region. Instead, it had deteriorated into a third-class rural city with no money in its coffers.

The new mayor was aware that there were many among his constituents who thought him too young and too raw for the job and that his only credential was his being the governor's

nephew. “To a certain extent,” he says on hindsight, “my ignorance of what government is all about helped. You don’t have those conventions and traditions to comply with.”

Right from the start, Robredo resolved to make Naga the most outstanding city in Southern Luzon, the most progressive, and the best governed. Bolstered by his strong management background, he formulated a mission and a vision for his city. The mission: “Through a well-defined development plan and a corps of honest and dedicated public servants working hand in hand with the people, we shall pursue economic growth with equity.” The vision: “A city with an economy considered as the most progressive in Southern Luzon, the impact of which will be felt even by the lowliest Naguenos now sufficiently empowered to chart their own future.”

Robredo launched his term with a challenge to his fellow Naguenos that was at once a slogan and a question: “Progress for Naga, if not now, when?” Along with that he presented them with a Medium-Term Development Plan. He was determined to be a mayor who was a manager rather than a politician.

At City Hall itself, employee morale was low; the work force of 400 had become passive and lethargic. Banking on a strong political will, Robredo introduced the first of a number of measures to build a culture of excellence in the local bureaucracy and to inspire public confidence in his administration. He would reorganize City Hall on the basis of employee aptitude and competence, to be determined by a skills test and rewarded with a salary adjustment and a transparent, merit-based system of hiring and promotion.

On his first week on the job, Mayor Robredo called all City Hall employees to a meeting and told them that henceforth he wanted them to report for work on time; just one instance of tardiness would mean dismissal from office, he warned them. He then asked them two questions: Did they want to stay in their jobs? If they did, could they promise him that they would succeed in their jobs? If they answered yes to both questions, they were to take an examination that would determine their capabilities and aptitudes and match their skills with appropriate positions, as well as reveal something of their personality and general disposition and level of creativity.

The Sangguniang Panlunsod (City Council) promptly filed a resolution questioning the constitutionality of such a test. Robredo was unfazed. If they did not want to take the test, or if they believed it was unconstitutional, he said, that was fine with him. But they could not expect any promotion. At the same time, in a gesture that showed his keen sensitivity to people’s reaction to any drastic change, he assured the employees that the results of the examination would not jeopardize their jobs.

Having established a merit system in City Hall, he proceeded to implement a two-pronged Productivity Improvement Program or PIP, targeting employee empowerment (people change) and improvements in systems and procedures (systems change) to improve the quality and quantity of the city’s delivery of services. The objective of the PIP was to transform local government employees into “partners in development” who would be driven not by rules and regulations but by a vision and a mission.

The PIP worked to meet the following goals: to set the response time in the delivery of city services to its barest minimum; to achieve peak productivity levels in all departments and offices; to encourage employees themselves to submit ideas for improving productivity; to upgrade the skills and competence of employees through regular seminars, workshops, and other training activities; to reduce costs; and to set up a feedback mechanism for the public.

To prepare employees for the PIP, Robredo either hired local consultants or accepted the services of volunteers. The human resources unit of City Hall also conducted orientation and reorientation workshops to immerse individuals in the culture of City Hall and to acquaint them with its systems and procedures. Additional training programs were designed to enhance employees’ computer skills and to teach them quality and customer orientation and other directly applicable skills.

Drawing once more on his experience in the private sector, Robredo adapted techniques in human resource management to measure and reward his employees’ performance. He instituted a “Contract of Deliverables” that specified the service an individual sought from City Hall, the person responsible for it, and the response time. It is not surprising that since

1990, when the Civil Service Commission in Manila launched a Dangal ng Bayan award for outstanding public service, city employees of Naga have invariably been among the honorees.

To eliminate the old system of political patronage, Robredo issued an executive order reconstituting the membership of the Personnel Selection Board. He followed this up with other executive orders creating administrative units that would expand and strengthen service delivery. Among the units were an anti-vice squad, a senior citizens league, a day care board, task forces for water and cleanliness, and an Urban Poor Affairs Office. In 1990 the Merit Promotion Plan and the System of Ranking Positions was amended.

Robredo depoliticized the system of appointments by vesting the Merit and Promotions Board with almost full authority over promotions and permanent appointments. Previously, the Board had been required to submit to the mayor's office three nominees for a position. Robredo simply asked the Board to rank the nominees and the first-ranking individual was appointed.

Among Robredo's first acts when he assumed office was to determine how much money the city government had. The city treasurer told him that the government had incurred a budgetary deficit of one million pesos from the previous year. In conversations with some City Hall employees, Robredo learned how poorly they were being compensated. For example, a guard at the public market was earning P18 a day, with no allowance. Where would he begin, Robredo asked himself.

With the help of an assistant whom he had brought over from the Bicol River Basin Development Project, he realized that Naga's niche was as a center for trade and education and that he needed an accurate economic profile of the city.

Next, he told his tax collector that it was time to tell Naga's businessmen to pay their taxes conscientiously and honestly. It was an unpopular move, but the mayor was adamant. He reminded his people that the real beneficiaries of an improved collection of taxes would be the city employees. He recalls, "We were not that tough, but we were firm enough to make people believe that we meant what we said."

Tax collection did improve, and in his first year in office Robredo was able to implement a 10 percent across-the-board salary increase for City Hall employees and a 200 percent raise in their cost-of-living allowance. The following year, their salaries were fully standardized.

Maximizing revenues was an integral part of the PIP. A homegrown computerization program helped to improve collection dramatically. The three components of the program - a management information system, a geographic information system, and a minimum basic needs database - integrated revenue generation and social development and thus enabled the city to improve its delivery of services to the populace. Over a ten-year period, the city registered an astounding 1,020 percent increase in total income and a 573 percent rise in locally generated revenues. Given these remarkable figures, the national Department of Finance was only too happy to restore Naga to first-class city status.

True to a promise he made during the campaign, Robredo closed down the city's gambling joints and nightclubs, which were actually fronts for drug dens. These, he said, were the symbols of what government should not be. It was not an easy task to close the gambling places. The usual practice in the appointment of the chief of police was for the mayor to choose from among three nominees submitted by the provincial command of the Philippine National Police. Villafuerte wanted the new mayor to appoint a man who had been his classmate. Robredo refused, knowing that the man did not share his position on gambling. Villafuerte then got the support of the Office of the President in Manila, and his protégé was appointed. Refusing to buckle, Robredo went to the archbishop of Caceres, Monsignor Leonardo Z. Legazpi, who had earlier written him to express pleasure over the mayor's refusl to accept money from gambling. The archbishop in turn appealed to President Aquino for help and two weeks later the chief of police was unseated.

Villafuerte's disagreement with Robredo's tough stance against jueteng, an illegal numbers game popular among provincial Filipinos, spelled the beginning of a falling out between them. Robredo had proven that he was his own man and that he meant to stay that way. But the same willfulness boosted his stock among his constituents who realized he really meant business.

Robredo waged his crusade against drugs (marijuana and, later, shabu), gambling and other forms of vice with only four policemen, who comprised his anti-vice squad. They were members

of the regular police force but were assigned to be his bodyguards during the campaign. Now they were the mayor's police force based in City Hall, as distinguished from the city's regular 110-person contingent. When a drug dealer was arrested, for example, Robredo made it a point to call in the media. The resultant publicity served two purposes: first, to inform the people that something was being done against vice lords; and second, to show the regular police force what they should be doing.

While his administration did not completely eliminate drugs, it did stop jueteng - although, with active support from the police, this popular vice did occasionally resurface. Robredo was aware of this, and confronted the regional commander at the office of Interior Secretary Rafael Alunan. Once Robredo had made his position clear, the jueteng joints disappeared from Naga but moved to its fringes.

Another of Robredo's early priorities was relieving the traffic jams that had become a major headache in Naga. His solution was to ask the Sanggunian Panlunsod to pass an ordinance that would move the bus and jeepney terminals outside the business district. The Sanggunian did so, and when the ordinance was about to be implemented, the city government found itself facing eighteen legal cases, mainly from the terminal operators but also from some of the new mayor's supporters. The chief of police, the governor's former classmate, refused to enforce the ordinance. The complainants won a 15-day restraining order. Summoned to appear in court, Robredo was able to convince the judge that the ordinance was legal. It was the City Hall police who had to implement the ordinance. (Among those who were adversely affected were Robredo's own siblings, who owned a grocery store near the terminal.)

All the court cases were eventually dismissed. Robredo looks back on that traffic ordinance as the most important decision he ever made as mayor. It was also a creative response to a nagging problem. In time, Naguenos realized its benefits to them: it expanded the commercial area, brought about new development in the city, and made people realize that, with political will, anything is possible.

Along with relocating the bus and jeepney terminals, the city administration began to develop a new commercial and business district in a neglected area along the railroad tracks. The project was made possible by private capital and cost the city government virtually nothing. Satellite markets soon rose in key urban districts to complement the public market.

Robredo took pains to woo big business, including food franchises like Jollibee and McDonald's and food manufacturing giants such as Swift's and Purefoods, to set up shop in Naga. Knowing they needed the right climate for business-meaning no red tape and no graft-he told them that the peace and order situation was good and that City Hall had close working relationships with the water district and the electric cooperative. He also invested greatly in infrastructure. (In his second term it helped that Robredo was among the very few politicians who gambled on Fidel V. Ramos in the 1992 presidential election. When Ramos won, Robredo was assured access to national government resources, particularly for infrastructure.)

In 1993, two years after the Local Government Code which granted greater autonomy to local governments took effect, Robredo conceptualized a Metro Naga Development Council, or MNDC. He realized that the Code could engender fierce competition among adjoining local government units, which would work to their mutual disadvantage, but that Naga could not afford to either isolate or insulate itself from its neighboring municipalities. On the contrary, Robredo recognized that Naga itself would benefit in the long term from the growth and development of its neighbors. Already, Naga's increasing prosperity was drawing migrants from the less progressive municipalities, thus adding to its already large urban poor population. It would also be cheaper and more convenient for Naga to rely on its neighbors for its growing need for goods, services, and even physical space.

Robredo invited the mayors of twelve adjoining towns to an informal meeting and broached his idea. He informed them that the MNDC could address their common concerns on transport, water supply, investments, and resource mobilization. It was the latter concern that most appealed to the mayors. It meant combining their resources and efforts to secure grants from the national government and other sources. They agreed to do so, as well as to define their individual strengths and capacities and to develop these. Naga, for example, is a trading-and-services city, and so the next town could be developed into a warehousing center, and another into a housing or industrial town. Through the MNDC, poorer local government units could count on the assistance of their more affluent neighbors.

As Robredo pointed out, "Naga should not be greedy. We should let each town become a center of specific activities. By improving the economy in adjacent municipalities, we will minimize [population] movement to the city."

In the beginning, some people suspected the motives behind Robredo's proposal. Some said he had a political agenda, to run for congress, for example. But they were eventually convinced that the MNDC was a wise concept, and today fifteen out of Camarines Sur's thirty-seven towns are members of the Council.

President Ramos issued an executive order granting official recognition to the MNDC and providing funding for it as well. Naga and the other towns contributed counterpart funds amounting to 1.5 percent of their individual economic development funds. Naga accounted for the biggest contribution. Robredo was elected the Council's first chairperson and remained chairman until the end of his third term as mayor. He forsees the Council's role growing larger over the years as it begins to tackle such problems as consolidating solid waste management and the water supply.

A major breakthrough during Robredo's tenure was land ownership for heretofore landless urban squatters. His efforts in this direction began during his first term. Leaders of the Naga City Urban Poor Federation went to see him soon after he assumed office. They wanted to know whether the urban poor would be a priority of his administration. In response, he gave them an office and appointed the first urban poor affairs officer.

There was a personal reason that Robredo assigned such a high priority to housing for Naga's urban poor. Behind his parents' old house was a two-hectare lot where squatters had been living even before he was born. He had assured them that he would not leave City Hall until he was able to give them the property.

From a management perspective, Robredo also saw that, over the long haul, quick action on housing for the poor entailed lower costs (since the cost of urban land was constantly rising) and also higher productivity (since workers with a stake in the city would likely work harder); this, in turn, would lead to accelerated economic growth.

The result was a program called Kaantabay sa Kauswagan, or Partners in Development, which sought to "provide permanent solutions to all land tenurial problems involving the poor." City Hall explained it as "the city government's primary response to the mass housing problem of the urban poor." The program focused not only on improving the living conditions of squatters and slum dwellers but also on empowering them through the provision of home lots, basic infrastructure, and services as well as livelihood opportunities. Robredo hoped that the program would also awaken the urban poor to their political rights.

Partners in Development entailed four main activities: on-site development, focusing on the improvement of existing urban poor communities; off-site development, focusing on creating relocation sites for victims of eviction and demolition; capability building, providing training in community organization, leadership, and values reorientation; and support services, including land surveys, legal assistance, mediation in land disputes, and help moving one's belongings from one site to another.

The city government made idle public land available for the program. In a significant move, the Catholic Church expressed itself willing to place a five-hectare prime commercial property under the program; people had been squatting on this property since the 1950s. Previous negotiations with the Church had broken down, however. Robredo spoke with the archbishop directly and agreed to pay the Church's below-market asking price. The Church agreed, and the city government secured the money to buy the land. The success of Robredo's negotiations with the Church proved to other landowners that the local government was sincere in its dealings and had the capacity to pay in cash.

Robredo tried other means of acquiring land from property owners, including proposals for land sharing, land swapping, and relocation. Under the land-sharing scheme that was used with commercial property owners, the government got one landowner to sell his property on the condition that the squatters would move to the back of the property to enable the landowner to make use of the prime land for commercial development. Another property owner agreed to a land swap, that is, an exchange of similarly sized properties in different area, thus preventing the demolition of already existing houses on his property.

Aware that the program could draw more poor migrants into the city, the city government made sure it would deal only with legitimate urban poor organizations. Inventories were made of qualified recipients so that the program would benefit only genuine residents of the city.

A State of the City Report issued in 1997, the year before Robredo left office, estimated the number of Naga's squatters and slum dwellers at 5,500 families, about 25 percent of the total number of families in the city. As a result of Kaantabay sa Kauswagan, the report said, a total of 49.6 hectares of government and privately owned land had been distributed since 1989 to some 4,688 urban poor families. The report added that the government had also acquired 25.4 hectares for future housing projects.

Squatters who were awarded land under the city government's program were supposed to pay for it but not all of them had the capacity to do so. Robredo sees no logic in insisting that the poor pay when they have no means to do so. Today he suggests that a minimal amount of ten pesos a month might be more realistic.

It was also mainly for his poor constituents that Robredo sought to improve health services and the quality of education. The city built the Naga City Hospital, which became the first of its kind in Southern Luzon to be owned and maintained by a local government unit. Additional health centers were established in the barangays. With their focus on child nutrition programs, they enabled Naga to become the most consistent top performer among sixty-two cities in terms of child welfare, according to the United Nations Children's Fund and the League of Cities of the Philippines.

The Naga City Hospital serves as headquarters of Emergency Rescue Naga or ERN, an emergency response service begun in 1991 and patterned after the United States' Rescue 911. ERN provides 24-hour quick medical and protective services and aims to democratize access to services during emergencies. It coordinates the resources of the city and the various agencies — police, fire department, association of barangay councils, the media, and private medical volunteers — in providing emergency rescue and transfer, first aid, ambulance service, quick police response, traffic control, fire fighting, safety promotion, and disaster preparedness and

control. At least twenty-three private associations participate in the program, which has been honored by the Gantimpalang Paglingkod Pook, or Galing Pook Awards, which recognize "innovation and excellence in local governance."

In education, Robredo introduced a program for preschoolers that represented an enduring investment in his city's future. Called Naga Early Education and Development (NEED), it has as its most important component a Montessori-based day-care system in all the twenty-seven barangays. The day care centers not only prepare children to enter and succeed in grade school, but also ease the integration of handicapped children into the mainstream education system. Children who are found to have congenital and developmental abnormalities are provided a learning center equipped with facilities for physical and mental therapy. On the other hand, bright and promising children are placed in a school that emphasizes early education and development.

Robredo did not forget to provide for illiterate and semiliterate adults and out-of-school youth. For them he drew up a nonformal education program.

When Robredo assumed office in 1988, the Sanggunian was controlled by the opposition party. He knew that the only way he could promote his agenda was to develop and mobilize his own supporters. Early in his first term, he forged a strong partnership between his administration and civil society. This partnership was institutionalized in 1995 with the passage by the city council of a landmark legislation that has been described as "Robredo's enduring legacy to the cause of local autonomy." Called the "Empowerment Ordinance of Naga City," it provides that the city government "hereby declares itself open to a partnership with duly accredited Naga-based people's organizations and nongovernment organizations in the conception, implementation, and evaluation of all government activities and functions."

To operationalize it, a "people's council" composed of duly accredited NGOs and POs in the city was set up. The council was tasked to appoint NGO representatives to special bodies of the local government; to observe, vote, and participate in the deliberation, conceptualization, implementation, and evaluation of projects, activities and programs of the city government; to propose legislation, participate and vote at the committee level of the Sangguniang Panlunsod;

and to represent the people in the exercise of their constitutional rights to information on matters of public concern and of access to official records and documents.

Robredo explains the need for the ordinance in these words: "We (city council) realized we would not be forever in City Hall, so we felt the need to institutionalize the role of NGOs. The ordinance was needed so that if a mayor is not inclined to support NGOs, they have the legal basis to ask to participate." The ordinance, he reports, has made NGOs more vigilant and more supportive of government initiatives.

A year after the ordinance took effect, a network of NGOs and other civil society organizations formed the Naga City People's Council, the first functional people's council in the Philippines. In June that year, representatives of Naga City, the NCPC and other key stakeholders met and identified three areas of priority concern: clean-up of the Naga River, solid waste management, and upgrading Naga City Hospital. These issues were submitted to the national government for technical assistance under the auspices of the Naga City Participatory Planning and Development Initiatives or NCPPI.

In previous years, the city government and the NGOs had performed their roles in relative isolation insofar as local development planning was concerned. Within a year after the NCPPI was launched, twenty-eight consultations were held at the village, city, and task-force levels; thirty strategic management plans were developed, including the Naga River Watershed Strategic Management Plan and the Naga City Solid Waste Management Plan, a City Health Plan, and twenty-seven village-level health plans; and the City Health Board was revitalized.

In 1998 the NCPPI was cited by the United Nations Center for Human Settlements as one of the ten best practices worldwide in improving the living environment and given the Dubai International Award.

But it was not only the support of civil society that Robredo sought to win. He also set about organizing everyone from tricycle drivers to newsboys. He held monthly group consultations with them, during which he would inquire into their problems and hear out their proposed solutions and offer his own. Some of these organized groups, like the Naga City Urban Poor Federation, already existed before Robredo's time, but his predecessor had largely ignored them. Robredo gave them a voice. In time these organizations became part of the distribution system for social services. Robredo describes this strategy as "a good blend of politics and service delivery." It was a way of facilitating the work of City Hall, but it also gave the people a sense of community and belonging.

With the support of City Hall employees, Leni Robredo started a women's organization for training and livelihood enhancement called Lakas ng Kababaihan ng Naga Federation (Power of Women in Naga Federation). Using a top-down recruitment process, she picked the leaders from each barangay who in turn chose the leaders at the lower level. In Naga, barangays are divided into seven zones each, and each zone is the unit of the chapters of Lakas. Each chapter has its own president and set of officers. A barangay coordinator coordinates the seven chapters within its jurisdiction. At the city level, they form a federation, which has its own set of officers. Starting with 5,000 members in 1989, Lakas grew to 15,000 by 1997. Its organizing process became the model for similar sectoral organizations later on. Leaders were picked from each barangay and they in turn chose leaders at the lower (zone) level. Zone-level leaders invited their neighbors.

Robredo also organized election watchers into the Barangay People's Organization (later called the Barangay People's Foundation in 1995). Their main function was to inspect the counting of votes during elections. Members were recruited through the recommendation of Robredo's leaders at the barangay level.

Quasi-government bodies were also created to coordinate delivery of sector-specific services by national and local government bodies. These were the Naga City Senior Citizens League, Naga City Anti-Drug Abuse Council, Naga City Sports Council, City Complaints and Assistance Team, and the City Development Information Council.

More than efficiency, entrepreneurship and equity, however, Naga's NGOs and people's organizations demanded high moral ethics from their public servants. This placed pressure on the local government to develop internal systems for monitoring and encouraging

ethical behavior by all employees. Robredo initiated a multiple feedback system whereby employees gave anonymous feedback to their superiors, and superiors gave feedback to their subordinates. The public gave feedback directly to the mayor on the quality of the delivery of basic services by the City Hall employees. Individuals, teams, and departments were rewarded in informal and formal ways for outstanding performance. Rewards included "employee of the year" and "group achiever of the year" citations, which were accompanied by cash awards, a two-step salary increase, certificates and plaques of merit, and an automatic nomination for a national award.

Under Robredo, the incidence of graft and corruption in City Hall was reduced to a minimum. He made sure that procurement for public works projects, a major source of graft, was done through open and transparent bidding and that the estimates were made as realistic as possible. Aware of the opportunities for taking shortcuts, Robredo instituted good project management and project monitoring. Not one to curry favor or to dispense it to his constituents, he earned a reputation as "kuripot" (tightfisted) on money matters. His philosophy, as far as doling out money was concerned, was "I can give you my talent, I can give you my time, but I do not like to give you my money because if I do that, then we will probably have problems later on." He set up a system whereby all charitable expenses, in the Philippines usually distributed as though they were being made personally by politicians, were charged to City Hall. For example, medicine for the indigent was charged to the City Health Office, and expenses for the burial of poor Naguenos to the City Social Welfare and Development Office.

City Hall employees who were caught in the act of bribery or any other anomaly were either suspended or fired. In a case of tampering with receipts in the treasurer's office, which Robredo learned about because someone at the office reported it, some of those involved resigned out of shame, while those who did not were fired.

The year 1992 was reelection year for local officials, including Robredo. This time, he could no longer count on his governor-uncle's political support. In fact Villafuerte fielded his own sister, Pura Luisa V. Magtuto, a former high school principal, to run against Robredo. The Rocos aligned themselves with the Villafuertes. Villafuerte himself sought reelection as governor and Raul Roco made a run for the Senate. Both belonged to the Laban ng Demokratikong Pilipino party or LDP (Fight of Democratic Filipinos). Robredo had left the party following his rift with Villafuerte and had joined the newly formed Lakas-NUCD party of Fidel Ramos.

The Villafuerte-Roco alliance had funds on their side. Robredo had the organizations which he set up during his first term and which now formed his political machine. Villafuerte in turn set up Bunyog Banuaan (Unity of the Town) and provided loans to grass-roots leaders, assuring them that if his sister won, these debts would not have to be paid back. Vote-buying was also said to have been rampant during that campaign, with estimates of from P10 million to P12 million spent for that purpose.

Desperate to win the election against an incumbent who had established an outstanding track record, the Villafuertes raised the issue of citizenship against Robredo. In a case for deportation filed with the Bureau of Immigration, they claimed that the mayor's father was a Chinese citizen. In the first of what would have been a series of debates between the candidates for mayor, the Villafuertes brought in hecklers to chant "Chinese! Chinese!" Immigration Commissioner Leandro Verceles, however, dismissed the case in 1994, and the debates never went beyond the first one. The Villafuertes also took to calling Robredo an ingrate, a grave offense in Philippine culture, particularly when it is committed against one's relatives. Most of the city's print and radio media were loyal to the Villafuertes, who owned a radio station.

Despite the odds, and to his surprise, Robredo won by a landslide (33,487 or 80 percent of the votes, to Magtuto's 9,056), and his candidates for vice mayor and councilors likewise swept the polls. Only one of the Sanggunian candidates was an incumbent; the others had allied themselves with the Villafuertes. Even Robredo's candidates for Congress won. Villafuerte himself lost, but Roco was elected to the Senate. It was an easier campaign, but a bitter election for Robredo. That victory, he says, was a defining moment in his life: "That election clearly manifested the desire of the people of the city that this is the type of leadership and management they would like to have."

If his first term was devoted to an inward look at the city, Robredo and his team could now focus their attention on ways of projecting Naga to the rest of the country. The intention was not to boast about their achievements, but to inspire other local governments to aspire

to greater heights. The second term, says Robredo, "was the breakthrough that allowed us to move ahead more quickly."

Having a city council whose members he had handpicked and who owed their loyalty to him, he could now look forward to a relatively trouble-free term. In a significant institutional change, he gave each of the councilors executive assignments. One had wanted to be chief of police, and so Robredo put him in charge of police affairs. Another, a former university dean, was assigned to education. A third, an engineer, was given responsibility for the water supply infrastructure. A fourth, a leftist lawyer, took care of free legal assistance.

It did not worry Robredo that he had placed the councilors above the heads of bureaus or agencies. The latter's word, he assured, would still prevail in day-to-day operations and the councilor's ideas would be taken into account on special concerns and projects. For instance, when a councilor proposed a Montessori program for day-care centers in all the barangays, Robredo allowed her to bring in a Montessori-school expert from Manila to train day-care workers. The councilor felt that the level of education should be improved starting at the preschool level, and the day-care system would be an ideal venue for preparing children for elementary school.

Another councilor proposed a public high school that would be on a par with private high schools in the city. The result was the Naga City Science High School. From having only one high school, Naga now has six.

Robredo also turned over the reins of his anti-vice police squad to the councilor who had dreamed of becoming a police officer. The councilor turned out to be overzealous in his new job and was soon facing a court suit for having towed one vehicle too many.

During his second term, Robredo improved on the productivity circles he had institutionalized during his first term. These could be as simple as the light patrol, which encouraged the people to look at the street lamps in the evening and report to City Hall if any of them were not functioning. Or the rut patrol, to see that the streets were being properly maintained and to report problems to the city engineer's office. The message was that everyone should not only take an interest but also be concerned with and feel responsible for everything that the local government was doing. The mayor also instituted a quick-response program.

PIP-related activities were documented through close monitoring and evaluation of the target clientele's satisfaction level. Frontline patrol groups were created to monitor, report, coordinate, and follow up for immediate action problems on roads, water, environment, garbage and sanitation, streetlights, and billboards. In addition, public perceptions were measured through mid-year and year-end citywide surveys and zone-level consultations.

Robredo says that it was during his second term that he truly enjoyed being in City Hall. "There were a lot of ideas and a lot of experiments," he says. He had earned the people's trust and no longer felt he had to dazzle them with programs. This time he sat down to the serious business of governing. He had already adapted many of the management strategies he had learned at San Miguel and in graduate school. One of San Miguel's programs was the very innovative person (VIP) program. Applied to City Hall, it yielded more cost-effective suggestions, such as the pharmacist taking time to make an inventory of her stock of medicine and coming up with a procurement formulary that saved the city government a million pesos a year. A clerk in Robredo's office realized that the written forms for travel orders for employees did not have to be accomplished in four copies.

Cash rewards awaited the employees who could come up with innovative programs, and the Commission on Audit allowed the city government to give a percentage of the savings from the new programs to their proponents as a bonus.

It was also during Robredo's second term that the Sanggunian voted to conduct the very first referendum in the country, which is provided for in the Local Government Code. The people were consulted on development issues in the city, such as: Should they float funds? Should they put up a new commercial district? Should the tricycles be color-coded? It was another instance of people empowerment at the local level.

Robredo installed a performance evaluation system in 1990 and the employee suggestion and incentive award systems in 1992. Among the new features of the performance evaluation

system was a focus on outputs rather than on activities or processes. Employees were now given appropriate recognition for their performance and contributions. And there was a two-way feedback system whereby the staff rated even the department heads. The employee suggestion and incentive awards system encouraged employees continuously to look for ideas to make city services faster and better and that would also result in improved working conditions.

In another innovative move, Robredo set up ten quasi-official organizations in City Hall, most of whose members came from the urban poor. To handle them, he set up a special office in City Hall, the Lingkod Barangay Office. Another office, the Development Office for Livelihood, Employment, Cooperatives and Manpower, provided loans of up to P15,000 to medium- and small-scale enterprises in the city without collateral. Among the beneficiaries were street vendors and watch repairers.

Robredo does not deny that the Barangay People's Organization (BPO) he set up in 1988 was designed to provide the watchers for himself and his candidates during elections. His political philosophy, he explains, has always been that "we should rely equally on non-elected members of the community to help us." Philippine election laws allow candidates to have their own watchers who, aside from the formal function of inspecting the counting of votes, also do surveillance and other tasks. Robredo maintained watchers in every one of Naga's 321 precincts. Members of the BPO were recruited through the recommendation of Robredo's leaders at the barangay level, such as the barangay chiefs and councilors. The unit of organization is based on barangays. Robredo, however, emphasizes that the BPO 's resources are marshaled not only during elections; members should feel they are part of an ongoing process of advocacy. The BPO has expanded its reach to cooperatives which extend loans provided by the city government.

In 1991, when the Congress of the Philippines passed the Local Government Code, which granted mayors greater autonomy and more power over the administrative and fiscal structure of city governments, Robredo made changes in internal human resource management practices, programs, and structures. He also augmented and strengthened the Office of the Mayor to make it more responsive to his administration's priority programs,

adding several new departments: the Urban Poor Affairs Office; the Development Office for Livelihood, Employment, Cooperatives and Manpower; the Electronic and Data Processing Unit; the Lingkod Barangay Office; the City Nutrition and Population Office; and the Human Resource Management. The Office of the Civil Registrar, which previously had been attached to the City Health Office, also became autonomous.

Under Robredo's leadership Naga underwent nothing less than a renaissance in 10 years. In trade and commerce there was a 96 percent increase in the number of commercial establishments from 1988 to 1996 and a 159 percent increase in the number of market stalls . The Naga City public market was completely rehabilitated and augmented with four satellite markets and three community markets. Other indicators of rapid development included the entry of fifteen new banks, a 195 percent increase in the number of other financial institutions, and a doubling in the number of city hotels and motels.

New jobs were created annually as business expanded and as the city government introduced various livelihood programs and opportunities for enhancing employability.

In real estate development, a 100 percent increase in building construction was noted over a six-year period; a new subdivision was developed every year for eight years; and four shopping malls rose where there used to be none.

In sustainable agriculture, there was a marked increase in agricultural and livestock production and in livestock population.

A UN-funded study on shelter strategies found that in terms of family income the average monthly take-home of Naguenos rose by 62 percent from P3,532 in 1988 to P5,710 in 1991.The same study placed their monthly income at least 34 percent higher than other Bicolano urban dewellers among the lowest income earners, and 132 percent higher than other Bicolano urban dwellers among the highest income earners.

Naga's status as a model local government unit was affirmed by three international awards and more than 30 national and regional forms of recognition for outstanding performance in

various fields of governance. Robredo himself was honored as one of the 1991 The Outstanding Young Men of the Philippines for government service and as one of the Ten Outstanding Young Persons of the World in 1996 by the Junior Jaycees. His peers in local governments around the country elected him president of the League of Cities of the Philippines in 1995 and in the region, chair for two terms of the Bicol Regional Development Council.

The sweetest reward was his people's overwhelming support of him and his candidates in three elections. He won a huge majority in 1992 despite the well-oiled machinery of the Villafuertes and he did even better in 1995, when he captured 97 percent of the votes. In 1998, barred by law from running for a fourth term, he nevertheless carried the team he had handpicked to a record victory. All his candidates — for congressman to mayor to vice mayor and the entire city council — swept the polls.

Looking back on the achievements of Robredo's three terms as mayor, Jean Llorin, an NGO leader in Naga, says that he ran the city as if it were a corporation. His decisive management style was appropriate for government, adds Miles Arroyo, another NGO leader who is now in the city council. Both Llorin and Arroyo believe that Robredo was effective because he had moral authority. They point to many instances when their mayor displayed leadership by example, especially to City Hall employees. No job was too small or demeaning for him. He was the first to show up at a disaster area, and he would direct traffic, clean up debris, and do whatever else needed to be done. He sat in barangay assemblies and listened to the people.

Archbishop Legazpi, summing up the impact of Robredo's leadership on the city, once said that the mayor gave ordinary people hope that there are government officials who are determined to serve rather than be served.

"People felt that he was someone who could truly attend to their needs," Arroyo and Llorin recall. "Those who did not vote for him he tried to win over, giving more attention to areas where he lost. As a result, the voters themselves decided they would not be bought; hence, his victory despite his opponents' almost limitless resources."

Robredo, however, still worries about the damaging effects of what he calls "dirty politics." He says, "Running a local government is one thing; winning an election is another. The gains of the city might be lost if we make the wrong choice of leaders. It is always more difficult to build than to destroy. Despite our successes, we are not very certain that people will choose the kind of leaders we feel can best serve the city."

But he asserts his confidence in the people of Naga, who have seen that good government is possible if they choose their leaders well. Other candidates, past and present, have deceived the people with their empty promises, but Robredo believes that with the middle class comprising a substantial portion of Naga's electorate, vote buying and dole-outs and promises of free land will not bring about victory for a candidate who is unfit.

In a study titled "Political Machine in an Alternative Perspective: A Case of Naga City," political scientist Takeshi Kawanaka of the Institute of Developing Economies in Japan concludes that it is clear from the case of Naga that "political power derives from neither land ownership nor other kind of personal wealth." He points out that Robredo is neither a landowner nor a big-time businessman, and that even Luis Villafuerte did not rise to power by his own wealth but with the support of former president Marcos using state resources. Kawanaka cites the contined support or loyalty of the grassroots leaders for Robredo even after his rift with Villafuerte, his patron.

In trying to explain the source of Robredo's political strength, Kawanaka cites his "moral appeal" and "his good performance." But these and his other qualities — his being progressive, innovative, clean, and efficient — are not enough to keep a leader in power, Kawanaka writes. He thus turns to Robredo's own explanation in an interview with him: "I guess our secret really is not just our performance. I think it's our organization... . even if I perform excellently, if I don't have a good organization, I cannot win on a straight ticket."

After returning to private life, Robredo has been asked repeatedly if he had further political plans for himself. He said he would like to return to politics, either as mayor of Naga or as congressman of Camarines Sur. But sometimes he spoke of abandoning politics altogether. The mayorship was a personal sacrifice for Robredo in more ways than one. When he left San Miguel, he was earning P12,000.00 a month as a junior executive. The mayor's salary in 1988

was P8,000.00. He and his wife lived with his parents during his first two terms. His parents were supportive of him, and Robredo jests that since he had to abide by his father's rules. Leni Robredo is a lawyer with an NGO called Saligan which provides legal services to the needy.

After leaving City Hall, Robredo worked for a master's degree in public administration at the John F. Kennedy School of Government at Harvard University in Cambridge, Massachusetts. After returning to the Philippines, he served as a consultant on local governance for a local democracy project and at the offices of Senators Raul Roco and Blas Ople and as a local government advocacy specialist of COPE (Community Organizers of Philippine Enterprises) Foundation, which specializes in urban poor housing and governance issues. He also found time to teach public administration at the Ateneo de Naga University Graduate School and at the University of Nueva Caceres and in the doctoral program of Colegio de Sta. Isabel.

Jesse Robredo never seems to have as much time for his young family as he would like to have. He and Leni have three daughters: Jessica Marie (born in 1988), Janine Patricia (1994) and Jillian Therese (2000). When he was mayor, he would be at City Hall by eight in the morning, even earlier when there were management meetings, and by seven on Mondays for the flag-raising ceremony. Upon his wife's insistence, he made it a rule to be home for lunch, and was home for dinner at seven. He accepted no social invitations between 6:00 and 7:30 p.m. Leni has proved herself to be a supportive politician's wife as well as an astute and highly principled adviser. She has made it clear to her husband that "if our children cannot inherit anything material, at least they will inherit a good name."

* Reprinted with the permission of the author and lifted from the Ramon Magsaysay Awards Foundation website. Accessed September 2012, http://www.rmaf.org.ph/Awardees/Biography/BiographyRobredoJes.htm.

THE SECRETARY OF THE INTERIOR AND LOCAL GOVERNMENT

It is a sad fact that many of Secretary Jesse Robredo's achievements only became common knowledge after his death. Then again, he had never been overly concerned with claiming credit. The main thing was, and always had been, to serve the people and to serve them well.

For 18 years, he devoted his life to transforming Naga from a third-class city with a one-million-peso budget deficit to a first-class city, with citizens proud to call themselves Nagueños. And since 2010, he had the opportunity to replicate Naga's gains across the country.

The Department of the Interior and Local Government consistently exceeded expectations under the leadership of Jesse Robredo, with his adherence to the tenets of good governance, his determination to encourage the rest of the country follow those same tenets, and, perhaps most importantly, his leadership by example. Indeed, among the key accomplishments of the DILG while he was at its helm was institutionalizing transparency and accountability to the public. Replicating what proved so successful in Naga City, Secretary Robredo encouraged citizen engagement, as evidenced by the increase in the number of LGUs that allow NGOs to participate in local governance.

One of Secretary Robredo's foremost achievements in local governance was the Full Disclosure Policy, which requires disclosure of 12 key financial documents on fund utilization and implementation of projects in public places. Another is the institution of the Seal of Good Housekeeping, which tests the performance of local government units in four key governance areas: good planning, sound fiscal management, transparency and accountability, and the valuing of performance monitoring; and the institution of the Performance Challenge Fund, an incentive fund for LGUs to put a premium on transparency and accountability in order to



PHOTO FROM DILG

qualify for and avail themselves of financial support for local development initiatives.

Secretary Robredo was also credited with widespread reforms and capability enhancement in the Philippine National Police. Under his leadership, the PNP made progress in closing the pistol-to-police ratio gap, instituted a housing program for uniformed personnel, and initiated moves to increase combat duty pay. These reforms likewise cover the Bureau of Fire Protection and the Bureau of Jail Management and Penology—the two attached agencies have benefited from programs geared toward capability building (the acquisition of fire trucks, for the BFP), and the construction of additional jail facilities and the much-needed digitization of inmates records.

Acclaim, power, or retaining his position—these did not worry Jesse Robredo. What was on his mind, as he told his wife Leni, was that his efforts at the national level might have been all for naught. “Things were different at the national level,” Leni Robredo shared. “He worked so much harder, but he often wondered if his efforts were appreciated. ‘Hindi ko alam kung may patutunguhan ang lahat ng ito,’ were his exact words.”

As evidenced by the anecdote he’d shared with his official family in the Department of the Interior and Local Government at the start of the year: His first job was a materials controller for Carnation Philippines, Inc. “Although it sounds important,” Robredo said, “my role was to count milk cans. Ang trabaho ko po ay magbilang ng lata.” Nonetheless, Robredo insisted that the important thing—no matter one’s role, be it can counter or career officer or City Mayor or Cabinet Secretary—was to do one’s best in fulfilling one’s responsibilities. No need for fanfare, no need for self-aggrandizement. For Jesse Robredo, it was the bottom line: You do your job well.



Secretary Jesse M. Robredo salutes the colors as he inspects the troops at the arrival honors given to him by the Philippine National Police during his first visit at its headquarters in Camp Crame on July 14, 2010.









Jesse M. Robredo as Secretary of the Interior and Local Government

Task Force Kalihim

In the late afternoon of August 18, 2012, the news reports were coming in: The Piper Seneca carrying Secretary of the Interior and Local Government Jesse M. Robredo and his two companions—pilot Captain Jessup Bahinting and flight student Kshitiz Chand—had crashed into the waters off Masbate. There was one lone survivor: Jun Abrazado, an aide to the Secretary. The names and the details resonated in radio broadcasts; a flip through the channels showed newscasters struggling to keep commentary going given the lack of information. Social media was filled with the same bits of information, with questions, and with prayers. It was a surreal occurrence in what could have been a quiet weekend: An airplane had crashed, and it carried a Cabinet Secretary. For the longest time, this was all anybody knew.

Secretary of Transportation and Communications Manuel Mar A. Roxas, who oversaw the Philippine Coast Guard, soon clarified the news reports. The Piper Seneca had been en route to Naga City from Cebu to take Secretary Robredo home, when it crashed off the coast of Masbate. He calmly explained the situation and repeated himself across channels and across media. They had a plan, he said, and it was underway—they would find Jess.

"Jess," Secretary Roxas had called Secretary Robredo, and all of us who heard him, were reminded that this man now missing was someone's colleague, someone's friend. Soon enough, we remembered that he was someone's husband, someone's father; someone's son, someone's brother.

Near the end of an interview with DZMM TeleRadyo, after repeating, once again, what he had no doubt been telling other news outfits, Mar Roxas paused—and when he spoke again, his voice had changed: "Si Jess po ang isa sa mga pinakamabuting taong kilala ko. Hahanapin po natin siya." Those paying close attention noticed: Mar Roxas's voice had broken—it was more quiet, more urgent.

Vigils for the safe rescue of Secretary Jesse Robredo and his pilots were held at the National Shrine of the Divine Child inside the La Salle Greenhills campus. These were organized by the Office of the Presidential Spokesperson (OPS), the Office of the Presidential Adviser on the Peace Process (OPAPP), and the Presidential Communications Development and Strategic Planning Office (PCDSPO). These vigils were held from August 18 to the morning of August 21, from daybreak and well into the night. The wide dome of the church stood witness to the unyielding faith of the people, from all walks of life. Prayers were offered and hymns were sung; for the faithful that gathered at LSGH, Jesse Robredo would find a way to finally come back home.

ON THIS PAGE, TOP: Presidential Spokesperson Edwin Lacierda

BELOW: Mass with the intention of the successful rescue of Secretary Jesse M. Robredo and his companions, attended by staff of the Department of the Interior and Local Government and their attached agencies.

OPPOSITE PAGE: Presidential Adviser on the Peace Process Teresita "Ging" Deles praying the rosary.







In the meantime, beginning August 18, the search and rescue operations for Secretary Jesse M. Robredo and his companions were under way. The OPS—in close coordination with the Department of Transportation and Communications (DOTC) and the PCDSPO—assured the public of the rescuers' continued efforts. President Benigno S. Aquino III, together with DOTC Secretary Manuel Mar A. Roxas, DBM Secretary Florencio B. Abad, and Congressman Joseph E. Abaya, went to Masbate City the next day to lead the search and rescue operations, and inform the public of the progress of Task Force Kalihim.

By the second day of the search and rescue operations for Secretary Jesse M. Robredo, helium tanks arrived on site and tech-certified divers from Cebu were deployed to support the subsurface rescue efforts for Secretary Robredo and company. Together with the Philippine Navy divers, they were on hand for the search and rescue operations.

Nearly a month later, President Benigno S. Aquino III would lead the ceremonies recognizing Task Force Kalihim: "Nagpamalas kayo ng 'di matatawarang dedikasyon at katapangan sa pagtulong sa mga kababayan nating nalugmok sa mga nagdaang kalamidad at trahedya. Mulat kayo sa halaga ng pagsisilbi sa kapwa at sa bayan, lalo na sa mga panahon ng pagsubok." The President would tell them, "Sampu ng sambayanang Pilipino, sumasaludo ako sa alay ninyong sigasig at kagitingan."



Volunteer divers from Malapascua Island deployed on the second day of the search and rescue operations for Jesse M. Robredo.



“Seldom do people pass away doing what they loved doing. Jesse passed away doing what he loved most: going home.”

— FR. KULANDAIRAJ AMBROSE OF THE MISSIONARIES OF THE POOR, IN HIS HOMILY AT THE REQUIEM MASS FOR SECRETARY JESSE M. ROBREDO

On August 21, 2012, Jesse M. Robredo's body would be retrieved from the waters off the coast of Masbate, and he—after days of grueling search and rescue operations—would finally be brought home to Naga. Many noted the significance of the date: Twenty-nine years ago, almost to the day, opposition leader Benigno S. Aquino Jr. was assassinated as he was returning home after years of self-exile.

It was fitting, perhaps. Jesse M. Robredo's life was set on a nonpolitical route—a responsible son and brother of a tight-knit family, a diligent student, an ambitious professional in the private sector—until that day, when he heard news of Ninoy's assassination on the car radio.

He would stand in the long queue outside the Aquino home, joining the thousands who grieved, who paid their respects to the fallen hero. For the martyr's funeral, he was in the crowd that marched across Manila, alongside Ninoy's remains. He would tie a yellow ribbon on that car to signal his support of the widowed Cory, his grief over Ninoy's martyrdom, and his empathy with the Aquino movement. He would attend the rally in support of Cory Aquino after the snap election of 1986. And when the nation marched to Malacañang to overthrow the dictator, he marched with them.

Jesse Robredo's patriotism had awakened; his belief in democracy took root. That August day signaled for Jesse a turning point in his life, toward serving the Filipino people—because the man the nation believed in had turned martyr—because Ninoy had been stopped from coming home.

Twenty-nine years later from that pivotal day, Jesse Robredo himself would at last be found: Early morning of August 21, divers and other members of the search and rescue operations—from the Philippine Navy and volunteer technical divers led by Matt Reed, Danny Brumbach, Shelagh Cooley, and Anna Cu Unjieng—retrieved the body of Secretary Jesse M. Robredo from the wreckage of the Piper Seneca. They carried the body to shore, but not before the Navy divers gave the late Secretary one last salute in the waters. The Secretary's remains were brought to La Funeraria Eternas in Masbate City. Task Force Kalihim had found Jesse M. Robredo.

As soon as news reached him that his trusted colleague's body had been retrieved, the President flew back to Masbate to personally oversee the transport of Jesse M. Robredo's body back to Naga City on the same day that he was to lead the commemoration of his father's death.

The President called Leni Robredo, informing her that her husband had at last been found. In Masbate, Jesse Robredo's body was placed in a metal casket and from there was carried by a C-130 plane of the Philippine Air Force. The President stood with the casket bearing Secretary Robredo's body—from the plane, traversing through Naga City, and to Funeraria Imperial—where he met with Atty. Leni and Secretary Robredo's daughters Aika, Patricia, and Jillian.

Twenty-nine years ago, Noynoy Aquino served as his father's pallbearer, marching alongside Ninoy's remains as they were brought from the church, across Manila, to his final resting place. A young Jesse M. Robredo was among that defiant crowd that escorted Ninoy's casket. On August 21, 2012, it was Noynoy Aquino, now President of the Philippines, who took Jesse M. Robredo home—back to his family, back to the city he had served for so long.

President Benigno S. Aquino III at Naga Airport, overseeing the transport of the remains of Secretary Robredo.





LEFT: The remains of the late Secretary Jesse M. Robredo arrive at Naga Airport, carried by members of the Philippine National Police.

ABOVE: The President talking with Atty. Leni Robredo and Social Welfare and Development Secretary Corazon "Dinky" Soliman. Beside them are the daughters of the late Secretary.

Pallbearers from the Philippine National Police render a salute upon the late Secretary's casket. President Aquino looks on.

A nation in mourning

The remains of Secretary Robredo were moved from Funeraria Imperial to the Archbishop's Palace, Naga City, at around 11 p.m. of August 21, 2012. The people of Naga City flocked to the church to pay their respects and bid farewell to the man that had dedicated so much of his life to their hometown. Back in Manila, within offices of the DILG and its attached agencies, masses were held in honor of the late Secretary.

The President, after escorting Secretary Jesse Robredo's remains back to Naga City, returned to Manila and signed Proclamation No. 460, declaring national days of mourning for the late Secretary of the Interior and Local Government. "The nation has lost one of its great leaders and public servants," read the proclamation. "His many virtues as a public servant have permanently earned for him the gratitude of the City he led, and the Republic he served."

In line with the President's proclamation, Executive Secretary Paquito N. Ochoa issued Memorandum Circular No. 36, creating an inter-agency committee in charge of the funeral arrangements for the interment of the late Secretary. The committee, chaired by the Presidential Communications Development and Strategic Planning Office, was tasked to oversee the conferment of official honors and the state funeral for the late Secretary Robredo, in keeping with protocol, our laws, and the wishes of the bereaved family.

President Benigno S. Aquino III offered, and the Robredo family accepted, a state funeral for the late Secretary Jesse M. Robredo. On August 24, 2012, the remains of Secretary Robredo were transferred from the Archbishop's Palace in Naga City to Kalayaan Hall of Malacañan Palace, for the lying in state.

PUBLIC VIEWING AT THE ARCHIBISHOP'S PALACE, NAGA





OPPOSITE PAGE, TOP: Vigil guards from the Philippine National Police stand alongside the casket bearing the remains of the late Secretary.

OPPOSITE PAGE, BOTTOM: Members of the Philippine National Police carry the late Secretary's casket, as Naga City looks on.

BELOW: Students bid farewell to the former Mayor of Naga City.





Back in Jesse's hometown: People flocked to pay their last respects to the man that had transformed Naga City and forevermore personified good governance to its constituents.



The Philippine flag flown at half-mast for the late Secretary Jesse M. Robredo before Kalayaan Hall in Malacañan Palace, where the late Secretary would lie in state.







President Benigno S. Aquino III being briefed by members of the Committee on the Funeral Arrangements and Burial of the late Secretary Jesse M. Robredo.

ARRIVAL HONORS AT VILLAMOR AIRBASE

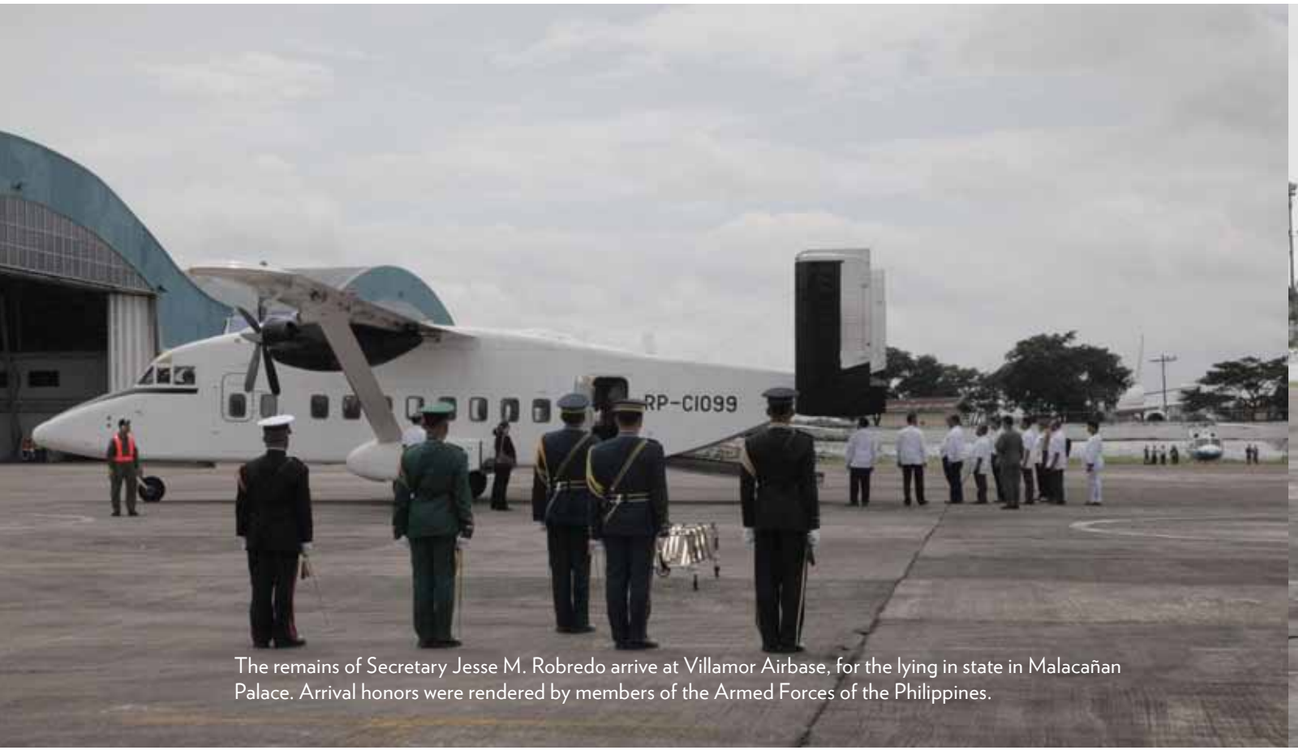


At Villamor Airbase, the honorary pallbearers await the arrival of the remains of Secretary Jesse M. Robredo. The six honorary pallbearers are Secretary Florencio B. Abad, Secretary Manuel A. Roxas II, Rep. Jun Abaya, Harvey Keh of Kaya Natin Movement, Alice Murphy, and Joan dela Cruz, Executive Assistant to the late Secretary.









The remains of Secretary Jesse M. Robredo arrive at Villamor Airbase, for the lying in state in Malacañan Palace. Arrival honors were rendered by members of the Armed Forces of the Philippines.



The flag-draped casket bearing the remains of Secretary Jesse M. Robredo being loaded onto a waiting hearse by members of the Armed Forces of the Philippines. From Villamor Airbase to Malacañan Palace, the hearse would be escorted by the Presidential Security Group and the 250th Presidential Airlift Wing.

The flag-draped casket of Secretary Robredo being carried out of the plane. Borne by members of the Armed Forces of the Philippines, the casket is trailed by Secretary Robredo's wife Atty. Leni Robredo [escorted by Gen. Jessie Dellosa, Chief of Staff of the Armed Forces of the Philippines], and the Robredo daughters, Aika, Patricia, and Jillian.

ARRIVAL HONORS AT MALACAÑAN PALACE



The hearse carrying the casket of Secretary Robredo arrives at Kalayaan Hall.



President Aquino greeting the family of the departed Secretary.



President Aquino welcomes the hearse bearing the remains of the late Secretary.



President Aquino and Atty. Leni Robredo conferring as they make their way to the dais before Kalayaan Hall.
In the background are members of the Presidential Security Group.

Arrival honors rendered by the Presidential Security Group.

The six honorary pallbearers: Secretary Florencio B. Abad, Secretary Manuel A. Roxas II, Rep. Jun Abaya, Harvey Keh of Kaya Natin Movement, Alice Murphy, and Joan dela Cruz, Executive Assistant to the late Secretary.

Arrival honors for the late Secretary Jesse M. Robredo. Among those at the steps of Kalayaan Hall: President Benigno S. Aquino III with Atty. Leni Robredo and her daughters Aika, Patricia, and Jillian; the honorary pallbearers; and members of the Cabinet.





Arrival honors for the late Secretary Jesse M. Robredo on the grounds of Kalayaan Hall in Malacañan Palace. This was the first time a wake was held in Kalayaan Hall.

The crowd stands in attention during the National Anthem.





ABOVE: The eight casket bearers carrying the casket bearing the remains of Secretary Robredo.

RIGHT: The Presidential Broadcast Studio of Kalayaan Hall served as venue for the late Secretary's lying in state.

THE LYING IN STATE
The casket, in the Presidential Broadcast Studio, receives a blessing from Archbishop Luis Antonio G. Tagle. Looking on from the right are Sec. Rogelio Singson, Finance Secretary Cesar V. Purisima, and Presidential Spokesperson Edwin Lacierda.







ABOVE: Atty. Leni Robredo by the flag-draped casket bearing the remains of her husband.
LEFT: President Aquino evens the Philippine flag draped over the late Secretary's casket.

Despite the rains, the public lined up outside Kalayaan Hall to bid farewell and pay their last respects to the late Secretary Jesse M. Robredo.

The remains of Secretary Robredo lying in state in Kalayaan Hall, Malacañan Palace. Mourners from all walks of life came for the public viewing, as President Aquino looked on.

DEPARTURE HONORS AT MALACAÑAN PALACE







August 26, 2012: Departure honors for the late Secretary Jesse M. Robredo, which includes a 19-gun salute rendered by members of the Presidential Security Group. The remains of Secretary Robredo would be flown back to Naga City for the state funeral.



The casket of the late Secretary Robredo being carried out of Kalayaan Hall, for transport back to Naga City.













The Armed Forces of the Philippines rendering departure honors for the late Secretary Robredo. The casket, being carried onto the plane, is flanked by honorary pallbearers and the family of the late Secretary.

PUBLIC VIEWING AT NAGA CITY HALL





ABOVE: The remains of the late DILG Secretary Jesse M. Robredo arrive at Naga City Hall. The Secretary was Mayor of Naga from 1988 to 1998, and again from 2001 to 2010.

LEFT: The casket bearing the late DILG Secretary being carried by PNP pallbearers at Naga City Hall.

THE FAMILY OF THE LATE JESSE M. ROBREDO

THE REQUIEM MASS



The concelebrated Requiem Mass officiated by Fr. Manuel Nicolas, SDB and Fr. Kulandairaj Ambrose of the Missionaries of the Poor (MOP) for the late Secretary Jesse M. Robredo, at the Basilica Minore de Nuestra Señora de Peñafrancia.







President Aquino and the Robredo family during the concelebrated Requiem Mass for the late Secretary at the Basilica Minore de Nuestra Señora de Peñafrancia.

CONFERMENT OF THE PHILIPPINE LEGION OF HONORS





President Aquino confers upon the late Secretary Jesse M. Robredo the Philippine Legion of Honor with the rank of Chief Commander. Atty. Leni Robredo accepts the conferment.

The Philippine Legion of Honor is considered the highest award the President can bestow without the need for approval of Congress. Secretary Robredo was conferred the Philippine Legion of Honor for life achievement as Secretary of the Interior and Local Government, and as Mayor of Naga City.



Atty. Leni Robredo, as she delivers her response to the conferment of the Philippine Legion of Honor.

THE STATE FUNERAL
The remains of Secretary Robredo being carried out of the Basilica Minore de Nuestra Señora de Peñafrancia.





Casket bearers from the Philippine National Police and the Armed Forces of the Philippines transport the casket from the Basilica Minore and onto a waiting funeral hearse. Departure honors were rendered before the funeral cortege began. The distance to be covered by the funeral cortege is 750 meters, with an estimated marching time of 40 minutes.



The funeral cortege for the late Secretary Jesse M. Robredo, from the Basilica Minore to Funeraria Imperial. Alongside the hearse were members of the Cabinet on foot serving as the honorary pallbearers. Following the hearse were the President, Mrs. Robredo, and her children; followed by the late Secretary's brother and sister, relatives, government officials, and attendees.













The national flag is taken off the casket and folded by the PNP-AFP casket bearers, and was then handed over to the President. The President then presented the folded national flag to Atty. Leni Robredo. The presentation of the flag concluded the state funeral.

BOTTOM RIGHT: Atty. Leni Robredo holding the flag that had been draped over the casket bearing her husband's remains; she is flanked by her daughters Patricia, Jillian, and Aika.

EULOGIES

PAPURING BINIGKAS NG

Kagalang-galang Benigno S. Aquino III

PANGULO NG PILIPINAS

Inihayag sa Basilica Minore de Nuestra Señora de Peñafrancia, Lungsod ng Naga, noong ika-28 ng Agosto 2012

Papuring binigkas ng

KAGALANG-GALANG BENIGNO S. AQUINO III

Pangulo ng Pilipinas

para sa yumaong kalihim ng interyor at lokal na pamahalaan jesse m. robredo

Salamat po, maupo ho tayong lahat. Tinuruan po tayo ni Kasamang Jess ng kaunting Bicol: Marhay ba udto sa indo gabos ... Mali na naman ho yata.

Atty. Leni Robredo, Aika, Tricia, Julian; Mr. Butch Robredo; Dr. Jocelyn Austria; Mr. Penny Bondoc; Ms. Jeanne Tang; relatives and friends of Secretary Robredo; Fr. Ambrose; members of the clergy; members of the Cabinet; members of the Senate and the House of Representatives; officials and staff of the Department of the Interior and Local Government and its attached agencies; fellow workers in government; mga minamahal ko pong kababayan:

Bilang kawani ng gobyerno, tanggap na po dapat natin: Darating ang araw na bababa rin tayo sa puwesto—sa madaling salita, magreretiro. Ngayon pa lang po, nai-imagine ko nang magkikita-kita kami, ng ating Gabinete at iba pang mga kasamahan, sa isang restaurant, 'pag nagretiro na, nang may kani-kaniyang senior citizen card na nakasilid sa pitaka. Magkakainan kami, magtatawanan, at pagkukuwentuhan kung ano ang mga pinagdaanan namin. Kung ano ang mga nagawa namin.

Hindi na po makakasama si Jesse sa mga kuwentuhang iyon. Hindi na po natin makakabiruan si Jesse tungkol sa pagkilatis sa mga manliligaw ng anak niya, at sa mga susunod pong taon, wala na rin siya para makipaglaro sa magiging apo niya.

Hindi madaling tanggapin ang biglaang pagkawala ni Jesse. Hindi po natin inasahan ang pangyayaring ito, ngunit sa kabila ng ating kaba at pagkabigla nang unang marinig ang balita, ginawa natin ang lahat ng ating magagawa upang mailigtas siya kung papalarin, at kung hindi man, upang mabigyan ng angkop at marangal na pagwawakas ang trahedyang sinapit natin. Habang humahaba po ang panahon, umasa tayo na isang minuto ay darating siya at sasabihing, "Pasensya na kayo, naabala ko kayong lahat sa tagal ng pagdating ko."

Ngayon po, kaisa ako sa pagluluksa ng sambayanang napagkaitan ng isang tunay na lingkod-bayan. Kung mayroon pong Diyos na nagmamahal sa atin at bukal ng katarungan, sigurado akong kapiling na niya ngayon si Kalihim Jesse Robredo. Nawalan po ng asawa at ama ang kanyang pamilya; nawalan po ang bayan ng isang tapat at mahusay na pinuno. Nawalan po ako ng isang kapatid sa opisyal na pamilya sa Gabinete, ng kasangga sa mga ipinaglalaban, at ng kapartido. Nawalan po ako ng isang mabuting kaibigan.

Sino po ba si Jesse Robredo? Talaga pong huwarang lingkod-bayan si Jesse: nakatuon palagi sa kapwa at handang magsakripisyo.

Sino po ba si Jesse Robredo? Talaga pong huwarang lingkod-bayan si Jesse: nakatuon palagi sa kapwa at handang magsakripisyo. Sa lahat ng mga nakakausap ko, siya ang taong walang kapase-pasensya sa bola. Kay Jesse, what you see is what you get. Tahimik at masipag siyang nagtatrabaho. Hindi siya nagpapadala sa kapangyarihan. Sa kabila ng naabot niya, nanatiling simple ang kanyang pamumuhay, hindi nalalayo sa karaniwang taong napakalapit sa kanyang puso.

Si Jesse po ang tipo ng tao na batid ang kanyang mga kakayahan at limitasyon. Halimbawa po: sa kantahan. Kadalasan, kung may kasiyahan, kami-kami lang din ang nag-e-entertain sa sarili namin para makatipid. Si Jesse po, hahanap ng mga kasangga para may kasabay siyang kakanta ng chorus, at hindi na siya mag-i-individual performance. Pinakabuo ang kanyang ngiti kapag pasampa na siya sa entablado; tawa po siya nang tawa. Sa dami po ng mga talentadong nagkukumpol-kumpol, nakakapagtaka na halos wala kaming marinig sa mga boses nila bagama't may mikroponong tangan at kinakantahan. Dalawa raw po sa paborito niyang kanta ay "My Way" at "Impossible Dream." Tatak nga po siguro ito ng mga paniniwala niya. Hindi siya naging kuntento sa status quo; pinatunayan niya sa Naga na posible ang pagbabago. Posibleng madaig ang sistemang matagal nang nangingibabaw; posibleng madaig ang mga pulitikong napakatagal

namayagpag at kinasangkapan ang pusisyon para sa pansariling interes. Trailblazer po si Jesse sa tuwid na daan. Pinatunayan niyang puwede palang magtagumpay sa pulitika nang hindi nagiging trapo.

Hindi po madali ang pagtahak sa landas na ito, lalo na noong nagsisimula pa lamang siya sa serbisyong pampubliko. Malawak at malalim ang mga pagbabagong inasam niya, at sinimulan niya ito ng hindi nakakatiyak kung may patutunguhan nga bang tagumpay. Katambal ng kanyang mga pangarap ang napakaraming mga praktikal na konsiderasyon, ngunit pinili niyang lumihis sa mga nakasanayang pormula sa pulitika. Alam po ito ng mga taong malapit sa kanya. Mas pipiliin pa niyang makulong kaysa bumitaw sa mga causa na aming pinaniniwalaan. Nang nasa oposisyon po kami, hindi naman puwedeng suspendihin ganoon lang ang mga nasa lehislatura, pero sa katulad niyang mayor, laging nakabinbin ang banta ng pang-aapi o dineretso ngang inapi na. Mas marami at mas mabigat ang pagtatayang ginawa niya sa kanyang buhay pulitika. Ito pong isyu ukol sa kanyang citizenship, alam naman natin ang motibasyon. Pero hindi siya nagtanim ng galit sa mga nagsampa ng mga paulit-ulit na walang katuturang kasong ito.

Napahanga talaga ako ni Jesse, dahil miski ang nagpakita sa kanya ng di-kagandahang ugali, kaya niyang harapin nang walang bahid ng galit at pagkayamot.

Alam po natin ang katotohanan sa pulitika; may ibang nakangiti kapag kaharap mo, pero kung tumalikod ka, pakiramdam mo sasaksakin ka. Napahanga talaga ako ni Jesse, dahil miski ang nagpakita sa kanya ng di-kagandahang ugali, kaya niyang harapin nang walang bahid ng galit at pagkayamot. Bukod sa mabait, matino, at mahusay si Jesse, mabilis din siyang umaksyon. Lahat, ASAP sa kanya; hindi niya ugaling patagalin sa mesa ang mga magagawa naman ngayon. Kung kayang simulan, sinisimulan agad niya. Naalala ko nga po, minsan may mga informal settler na kailangang ilipat dahil nakatira sa danger zone sila kapag bumabaha. Nag-text po sa atin na humihingi ng tulong at saklolo; kinakabahan sila sa paglilipat, at nagtatanong kung may kabuhayan ba silang daratnan. Kinausap po sila ni Jesse. Matapos ang dalawang oras na meeting, ang mga SOS text, naging thank you text na po. Salamat muli Jesse!

Iba po talaga si Jesse. Kapag mayroon tayong matinding problemang kinakaharap, palagi naman pong nandiyan ang mga taong sumusuporta at magsasabing, “Nasa likod mo kami.” Pero si Jesse po, kabilang sa mga bibihirang tao na ang sasabihin, “Sir, ako na lang ang haharap, ako na lang po ang pu-pronta.” Hindi po nasa likod; handang-handa pong nasa harapan. Talagang kasama sa pilosopiya niya sa buhay ang hindi maging pabigat sa kapwa; ang palaging mag-ambag ng pinakamalaki niyang maiaambag, o lagpas pa, para makahanap ng solusyon.

Kay Leni at kina Aika, Tricia, at Jillian: Sa totoo lang, medyo nahihiya ako sa inyo. Kayo ang pamilya; sigurado akong pinakamabigat ang kalungkutang nararamdaman ninyo ngayon. Pero talagang pinapahanga n’yo kami, dahil kayo pa ang nagbibigay ng lakas sa amin, kayo pa ang nagbibitbit sa amin. Leni, alam mo naman, hindi tayo masyadong nagkakakilala, dahil na rin pinilit ni Jesse na magkaroon siya palagi ng private time kasama ang kanyang pamilya. Alam ng Gabinete ito: Sa hirap ng aming mga pinagdadaanan, ang pinakagantimpala ko po sa kanila ay paminsan-minsan magpakain ng isang kaaya-ayang hapunan. Pero ‘pag weekend ako nagyaya ng kainan, siguradong magpapaumanhin na si Jesse. Sagrado sa kanya ang oras kasama ang pamilya. Palagi siyang nagmamadaling makauwi sa Naga.

Hindi lang ang mag-anak na Robredo ang nawalan ng padre de familia. Pati ang buong DILG, ang mga nagtatrabaho sa field, ang lahat ng natulungan niya, ang buong Naga, parang nawalan ng ama. Kaya nga po bukod sa kalungkutan, matinding panghihinayang din ang nararamdaman ko ngayon. Ang dami niyang mga plano, at talagang kitang-kita na po ang direksyon ng mga reporma. Namuno siya sa pagpapa-totoo ng mga teorya sa pamamahala na pinag-uusapan lang sa mga libro. Ginawa po niya iyan sa Naga, at iyan din po ang nasimulan na niyang gawin sa pambansang antas. Kayo na po ang mamili—sa Bureau of Fire Protection, kung saan nakakuha siya ng mga fire trucks na mas mura pero mas maganda ang kaledad at mas marami ang kakayahan; o sa BJMP; sa PNP; pati na ang mga informal settlers. Maraming mga lumang problema na, sa tulong ni Jesse, sa wakas, ay nakikitaan na natin ng solusyon. Sayang po talaga.

Ngunit wala naman sigurong magsasabing may kulang pa sa mga inambag ni Jesse. Dapat po yata, tayong mga nakinabang sa kanyang buhay at pagsusumikap ang tumumbas sa kanyang mga nagawa at mag-ambag naman ng parte natin. Naalala ko pa po ang mga agam-agam namin nang

biglaan ding pumanaw ang aking ama noong taong 1983. Marami po sa amin ang nagtanong: Paano na tayo? Sino ang magtutuloy? Parang ligaw na ligaw po kami; nawala ang aming pinuno.

Pero sabi nga po ng aking ina, “If cowardice is infectious, then bravery is all the more infectious.” Ang nag-iisa, dumami nang dumami hanggang nakamit na nga ng buong bayan ang pagbabago. Hindi mauubusan ng mga bayani ang lahing Pilipino. At kung si Jesse ay isa sa mga naging bunga ng sakripisyo ng aking ama, sigurado po akong may ibubunga ring mga bagong bayani ang pagpanaw ni Jesse.

Sa ipinapakitang pagpupugay at pagmamahal ng taumbayan ngayon, sigurado ako, may isang henerasyon na naman ng mga Pilipinong mabibigyang-inspirasyon at mahihimok na maglingkod sa ngalan ni Jesse. Sila po ang magdadala ng katiyakan: Katiyakang makikita natin ang plano ng Diyos sa likod ng pagkawala ni Jesse. Katiyakang makukuha natin ang gantimpala ng katarungang nagbubukal sa pagmamahal ng Diyos: Na lahat ng kagandahan at kabutihang naidulot at naipunla ni Jesse ay tunay at buong-buong mapipitas dahil sa dulot niyang inspirasyon.

Ang sabi po sa pangalawang liham ni Paul to Timothy, Chapter 4, Verses 6 to 7: “For I am now ready to be offered, and the time of my departure is at hand. I have fought a good fight, I have finished my course, I have kept the faith... .” Angkop na angkop po ito kay Jesse; mission accomplished na siya sa mundong ito. Marapat lang na matamasa na niya ang mga gantimpala ng isang buo at mabuting buhay, sa piling ng Diyos Ama. Nasa hanay na po si Jesse ng mga bayaning sumusubaybay sa atin mula sa kalangitan at nagbibigay-lakas sa atin upang ipagpatuloy ang kanilang mga mabuting gawain. Kaya’t huwag na po tayong lumuha. Sa halip, magpasalamat tayo. Sa maikling panahong narito siya sa mundo, tayo pa ang nabiyayaan ng pagkakataong makapiling si Jesse Manalastas Robredo.

Paalam, Jesse. Sa ngalan ng sambayanan, maraming, maraming salamat.



PHOTO FROM DILG



EULOGY BY THE SECRETARY OF BUDGET AND MANAGEMENT

Florencio Abad

Delivered at Kalayaan Hall, Malacañan Palace, Manila,
August 24, 2012

Mr. President, Mr. Vice President, ES Ochoa, my colleagues in Cabinet; Leni, Aika, Trisha, Jillian, mga kapatid at kamag-anakan ni Jesse; mga kababayan natin na taga-Naga; mga kasama ko pong naglilingkod sa Gabinete. Tutal ako naman ho ang kahuli-hulihang magsasalita, ginawa ko hong 30 pages itong testimonial ko. Ano naman po, 12 pts, double-spaced.

Yesterday, Sec. Cesar Purisima and I were discussing what Jesse's passing means for all of us here, and in a moment of levity, Cesar remarked, "Pare, mahirap itong nangyari kay Jesse."

Sabi ko, "Bakit?"

"Pare, 'pag tayo ang namatay at hindi ganito ang reaksyon ng taumbayan, baka sabihing wala tayong ginawa!"

Ang sagot ko sa kanya, "Eh 'di magpa-cremate ka kaagad!"

We laugh at this joke, of course, but Jesse is indeed a tough act to follow, not just in the way that the nation reacted to his death. He also set an extraordinary standard in the manner he lived his life—as a public official, as a family man, and as a servant of God.

I'm sure that many of you in this room have been asked by the media and various other parties about how and why Jesse's death is such an enormous loss to our country. Why was his untimely passing a big blow to us, especially in view of our work as members of the Cabinet?

I myself have been grappling with this question, and it's clear to me that Jesse's death isn't the loss of this administration alone: It is the entire country's. And our loss is defined, first and foremost, by Jesse's uncanny—almost unmatched—ability to navigate the delicate complexities of public service: the day-to-day demands that come with making our agencies simply work; and while struggling with that, the much more demanding goal of reforming how our departments function so that we can achieve results efficiently and with greater transparency and accountability; and on top of all these, the even more wrenching demands of the politics of our work.

To succeed in accomplishing all these is complex enough, but the challenges are magnified by the fact that we are living in a time of difficult and delicate transition, when elements resistant to change seek to undermine, if not altogether frustrate, our efforts. It doesn't end there. Throw in politics—especially the kind that we all have to deal with everyday—and our work in government is even more complicated. Although many of us would rather gloss over the political aspect of our duties or ignore it entirely, it is impossible to do so if we aim to set our priorities right and foster good and effective governance. This is because politics is inherent in our work, as well as a key component in our reform agenda of daang matuwid.

Even more remarkably, he would emerge from these turbulent currents with his integrity intact, his optimism as boundless as when he began, and his actions a source of inspiration for everyone to follow in his footsteps.

And this, I believe, is where Jesse stood out: He deliberately immersed himself in the competing confluences of governance, politics, and development. Even more remarkably, he would emerge from these turbulent currents with his integrity intact, his optimism as boundless as when he began, and his actions a source of inspiration for everyone to follow in his footsteps.

More important, he was able to produce concrete results, including his work in setting higher

standards of performance among LGUs through the Seal of Good Housekeeping program. His efforts at introducing reforms in the bureaucracy—such as the culture of transparency he injected in procurement activities, especially in the PNP—spoke loud and clear for him.

Many of our peers in development and politics were determined to do the same with utmost sincerity. Some of them began their terms with the most noble of intentions, only to find themselves consumed by the same corrosive culture of patronage they sought to change. Others who later recovered their bearings became embittered cynics, convinced that there is nothing anyone can do to transform this country. But Jesse? He managed to remain largely unscathed in a bureaucracy notorious for its moral casualties. He refined his political acumen without losing sight of his goal of widespread reform, showing his constituents what true leadership and public service were made of.

He did all this without engendering acrimonious relationships with colleagues and stakeholders. In fact, he regularly dealt with people often deemed too dangerous: drug lords, crime syndicates, war lords, rogue policemen, among others. He calmly mediated between the government and urban informal settlers facing eviction, even as tempers rose and violent clashes broke out. In fact, in the last meeting he had with Alice Murphy, Capitana, and the UPA, Jesse was firm and unequivocal in directing them to dismantle structures built over esteros.

He brought his mediation talents to bear on the difficult process of establishing peace and development in conflict-ridden communities in the ARMM. Furthermore, he dealt with political opponents squarely, with astounding skill and candor. In other words, he could talk to just about anybody with absolute sincerity. The doors to his heart were swung wide open to practically anyone: from state leaders to government staff, all the way to the lowliest of people in Naga, whom he dutifully served.

The principles he remained faithful to, the unique way he empowered Filipinos all over: these are precisely what effective public service—and what daang matuwid—is all about.

How was Jesse able to do this? What made it possible for Jesse Robredo to accomplish so much without compromising his ethical and political responsibilities? I am sure Leni is in the best position to give us an explanation. Still, we try to answer these questions without realizing that Jesse's work is exactly what public office requires. The principles he remained faithful to, the unique way he empowered Filipinos all over: These are precisely what effective public service—and what daang matuwid—is all about. And this is even clearer when we see Jesse's qualities that formed his work and his decisions: his humility and compassion, the way he pursued excellence, and the way he was passionately driven to make this country a better place for us.

In the end, however, the sum of his achievements is founded on a basic truth: Mabuting tao si Jesse. Jesse was a good man. This may seem an oversimplification, but oftentimes, we fail to recognize how hard it is to be good, to remain honorable in the face of unrelenting challenges. This is especially true when one has to work and survive—as we must—in a political environment that does not always embrace the values we promote.

And here is another story about Jesse that I learned from Leni herself. Unknown to many, the assassination and death of Ninoy Aquino on August 21, 1983 was a critical turning point in Jesse's life. This event triggered in him an overwhelming sense of duty to the country, and he soon left his quiet and predictable life in the private sector to venture into the uncertain, rough-and-tumble world of public service and politics, ready and willing to serve.

And as though fate commanded it, August 21 this year struck at us with a heavy blow, when Jesse's remains were recovered from Masbate's waters.

Is it coincidence that both tragedies took place on the 21st of August? Perhaps, perhaps not. But judging from the grief that swept the nation, judging from the public clamor for a new hero like Jesse, his passing invoked in us a renewed sense of commitment, in much the same way that Ninoy's death became Jesse's impetus for public service.

And here we are now, at the very cusp of a revolution that the unprecedented election of President Aquino into office catalyzed, and which Jesse's narrative further enhanced: a movement for effective, transparent, and accountable governance, and a call for the empowerment of all

Filipinos, especially the poor and disadvantaged.

Although we continue to wrestle with Jesse's untimely death, this nation's grief is tempered by a renewed sense of hope: that Jesse's legacy of reform and integrity will prove timeless, sustained by a new culture of honest, compassionate, and competent governance that he championed in his lifetime. That Filipinos will honor the choice of right over wrong in the face of adversity. That there will be no shortage of good men and women in this country.

In ending this tribute to a dear friend and colleague, the words of the late President Vaclav Havel of the Czech Republic in his "Summer Meditations" come to mind, words which I believe eloquently and aptly describe Jesse and his liberating politics:

"If your heart is in the right place and you have good taste, not only will you pass muster in politics, you are destined for it.

"If you are modest and do not lust after power, not only are you suited in politics, you absolutely belong there.

"The sine qua non of a politician is not the ability to lie; he only need be sensitive and know when, what, to whom, and how to say what he has to say.

"It is not true that a person of principle does not belong in politics; it is enough for principles to be leavened with patience, deliberation, a sense of proportion, and an understanding of others.

"It is not true that only the unfeeling cynic, the vain, the brash, and the vulgar can succeed in politics; such people, it is true, are drawn to politics, but, in the end, decorum and good taste will always count for more."

Even as we bid you farewell, Jesse, we know you will always be here to guide us: you in your signature polo jack, with your eyes disappearing into your smiling face. Sige na, Sec. Jesse. Sige na.



PAPURING BINIGKAS NG KALIHIM NG TRANSPORTASYON AT KOMUNIKASYON

Manuel Mar A. Roxas

Inihayag sa Bulwagang Kalayaan, Palasyo ng Malacañan, Lungsod ng Maynila, noong ika-24 ng Agosto 2012

Ma'am Leni; Aika, Tricia, Jillian; sa mga kapatid at kamag-anakan ni Sec. Jesse; mga kapatid sa partido; friends, ladies and gentlemen.

Wala na si Jesse. Isang linggo na po, almost to the hour, mula nang nag-crash ang eroplano. Hanggang ngayon, mahirap pa ring tanggapin, parang kailangang ulit-ulitin para lang masanay.

Wala na si Jesse. Times like these make me question everything. Ano ba? What's the point? Anong dahilan na nawala sa amin ang isang matino at disenteng tao tulad ni Jesse? What lesson does God or the universe think we need to learn, such that they burden us with this loss?

Wala akong sagot. But I do know a few things.

Every interaction with Jesse always had, "Sige na, sige na, ako na." With these words, and with his real-time action, binalikat niya ang lahat ng mga maliliit, malalaki, kumplikadong mga problema na masabi natin sa kanya. Oftentimes, hindi pa natin alam na may problema, na-solusyunan na n'ya. Napakababa at simple ng kanyang kalooban.

Alam natin ang karakter ni Jesse—laging nakangiti, hindi umiinit ang ulo, napaka-simpleng tao. He was so unassuming, so unaffected. He was more concerned with authenticity, with being true to himself.

He was the first on the ground to clear the mud after a flood. He was at the forefront when a fire would raze a community. He would demonstrate frugality and proper responsibility in public spending. He was the first in the battle line for every cry, or plea, or struggle for a worthy cause. He was a pathfinder in our collective journey towards "Matuwid na Daan." Kailangan siya sa Zamboanga, nandoon siya. May illegal na troso sa Agusan, nandoon siya. May unexploded IED sa isang bahagi ng Mindanao, nandoon siya. Pati 'yung convoy n'ya, natamaan din nitong IED na ito. May baha sa Manila, nandoon siya. These very real and everyday images and stories best embody, for all of us, Jesse's leadership, which was by example. He often said: "I will not ask of you what I'm not willing to do myself."

Lahat tayo dito, lahat, hindi lang iisang kwento ang masasabi tungkol sa ating encounters kay Sec. Jesse at sa mga buo at wagas na tulong na ipinamahagi n'ya sa atin. Kaya nga masakit para sa atin ang pagkawala n'ya. Nawalan tayo ng isang tapat at totoong kaibigan. Nawalan tayo ng isang masipag at masinop na ka-trabaho sa gobyerno, at sa partido. Nawalan tayo ng isang maaasahang kasangga sa mga laban na ang tagal na nating isinusulong.

Si Jesse, true believer—true believer sa mga ipinaglalaban n'ya at natin. Hindi lang tsaleko sa kanya o mga salita 'yung "Kayo ang Boss" o "Matuwid na Daan." Kasama na natin siya sa LP during the days when being a Liberal posed a real threat to one's life and liberty, let alone political career.

Kung mayroon mang "take-away" lesson mula sa pangyayaring ito, it was that Jesse was willing to give his all for what is right.

As we look around us, we see the blossom of all his hard work: mga urban poor; mga biktima—mga biktima ng krimen at pang-aabuso; mga walang mapupuntahan; mga governors; mayors; LGUs; mga kabataan. Kung mayroon mang "take-away" lesson mula sa pangyayaring ito, it was that Jesse was willing to give his all for what is right.

To his wondering about, "May epekto ba lahat ng trabaho ko?" Ma'am Leni, palagay ko, kitang-kita. Quotang-quota na po siya, sobrang boundary na ang pinunla n'ya. And punla is the proper word here, dahil itong nakikita nating blossoms ay siyang magsisilbing binhi, na tayo na ang mag-aalaga—papatubigan at babantayan, hanggang sa magbunga ng mga kabutihan na ipinaglaban ni Sec. Jesse.

Tatapusin ko itong mensahe by recalling another feature of any meeting anyone of us would have with Sec. Jesse. "Mabalos," Bicolanos say this, where it literally means to make "bawi" not in the sense of kickback, though we know JMR is truly "kuripot." But in the nature of "to repay, to reciprocate, to respond." Sec. Jessie, 'yan na lang siguro ang masasabi ko. "Mabalos kami," for all the goodness, generosity of spirit, patience, commitment, devotion, respect, and dignity that you unselfishly showered upon us, by paying it forward to all those who needed the most in our country.

"Mabalos kami," for all the goodness, generosity of spirit, patience, commitment, devotion, respect, and dignity that you unselfishly showered upon us, by paying it forward to all those who needed the most in our country.

Sandali lang naman talaga ang panahon natin dito sa mundong ito, and there's so much to do. Kailangan nating gawin ang lahat ng kaya nating gawin para ayusin ang kayang ayusin, hanggang kaya pa natin, hanggang nandito pa tayo.

Finally, bago mawala sa isip ko, to use another Jesse-ism, perhaps the answer to all those questions I talked about earlier is the simple truth: that the way Sec. Jesse lived his life is God's gift to us.

Maraming salamat Sec. Jesse. Noon at ngayon, Liberal ka, marangal.

Sec. Jesse, tuluy-tuloy lang kami. Alam naming hindi mo rin kami pababayaan.

You're home now, rest well. Sige lang, sige lang.



EULOGY BY THE SECRETARY OF ENERGY

Jose Rene Almendras

Delivered at Kalayaan Hall, Malacañan Palace, Manila,
August 24, 2012

Mr. President, Mr. Vice President, Atty. Leni, the whole Robredo family: Magandang gabi po. I think Jesse would have wanted also to acknowledge many people here tonight. They are the PSG, the Malacañang Engineering, PMS, pati ho 'yung mga pulis, AFP personnel na tumulong sa lahat ng pagpapasok dito. Jesse always said we need to make sure that the ordinary person is acknowledged. So sa inyong lahat po na nakikinig, to my fellow workers in government: Magandang gabi sa inyong lahat.

Mr. President, magsusumbong lang po ako. Umiyak po si Ma'am Dinky n'ung nagsi-speech siya. Alam ni Atty. Leni 'yun, from the Saturday afternoon when it happened, the Cabinet made a decision, you will not be left alone without a Cabinet member by your side. But the President had very clear instructions: "Walang iiyak sa harap ni Atty. Leni at sa mga bata." Kaya po n'ung nasa Naga, bigla na lang po nawawala ang mga Cabinet members dahil hindi po sila puwedeng magpakitang umiiyak sa inyo so nagtatago po sila.

We figured Sec. Jesse would have wanted tonight's tribute to be as informal, as casual because that was Sec. Jesse. So ang pamagat po ng kwento ko ngayong gabi ay: "Ang Tsinelas" (bow). Sabi ni Sec. Lou, 'pag si Jesse [ang] tinanong, hindi tsinelas—"sinelas"—'di ba Sec. Lou? OK.

Nasa NDRRMC po kami, on the first day of the floods, mga nine o'clock in the morning. Karamihan po ng Gabinete nandoon na. 'Yung ground floor po ng NDRRMC, nandoon lahat

ng monitors, lahat ng—ang gulo-gulo po 'nun. Mayroong round table doon sa right side ng entrance. Pagpasok ko, nakaupo si Sec. Jesse, naka-dekwatro. Lo and behold, naka-tsinelas—naka-sinelas—si Sec. Jesse. Sabi ko sa kanya: "Nakakainggit ka naman, Sec., relax na relax." Sabi niya sa akin: "Pare, ito ang tamang pambaha footwear. Karamihan sa mga kababayan nating nababaha naka-tsinelas." Sabi ko: "Oo nga eh. Sinabi nila magdala daw ng botas." "Hindi, botas, mainit, mabigat. 'Pag nabasa na 'yung paa mo, mas masarap naka-tsinelas. Huhubarin mo pa rin 'yung botas mo."

Scene 2: Nasa helicopter po kami, namamasyal kami sa Central Luzon. Kinabahan po ako n'ung nakita ko 'yung pilot ng chopper namin; n'ung pakanan na kami nang paglampas ng Arayat, biglang bank to the left. Sabi ko: "Oops, may problema." Kasi alam ko nandoon ang Paniqui, ba't kami papunta dito. Nakita ko rin 'yung ulap. Tumutungo po si Sec. Joel dahil pati siya kinakabahan. 'Yung piloto po namin biglang bank to the left; nang nahanap 'yung SCTEX, bank to the right at sinundan na namin 'yung SCTEX. Sabi ko: "OK, tagilid na 'yung visibility." Bigla pong nag-zero visibility that's why we had to do an emergency landing. Lahat n'ung five helicopters landed within less than five minutes, I think. Paglapag na paglapag po namin, sabi ko—katabi ko po si Sec. Jesse—sabi ko: "Pare, kinabahan ako d'un." Hinawakan niya po 'yung tuhod ko. "Pare, kung hindi pa natin panahon, hindi pa natin panahon. Hindi pa natin panahon."

"Sec., mayroon pero hindi pangmeryenda ito eh." "Ano ba 'yan?" Chickenjoy with rice. Sabi ni Sec. Jesse: "Puwede na 'yan."

I spent the rest of that day beside Sec. Jesse. We traveled to four provinces at the back of a coaster na napakatagtag, na hindi po kami makatulog. Ang sarap po ng tulog ni Sec. Mar at ni Sec. Babes Singson na nasa harap; kami po sa likod, hindi makatulog. Pero kaming dalawa lang po ni Sec. Jesse ang nakapagmeryenda ng alas-kwatro ng hapon. Sabi ni Sec. Jesse: "Pare, gutom na ako. May pakain ba tayo diyan?" Sabi niya: "Sec., mayroon pero hindi pangmeryenda ito eh." "Ano ba 'yan?" Chickenjoy with rice. Sabi ni Sec. Jesse: "Puwede na 'yan." Alam n'yo ba po kung bakit dalawa lang kami ni Sec. Jesse ang kumain? Hindi po sa dahil kami lang ang gutom, lahat po kami [ay] gutom. Ang problema po kasi walang pantulak, walang maiinom so lahat sila hindi na kumain. Kaming dalawa ni Sec. Jesse, kumain po kami kasi gutom kami. May isang bote ng

mineral water galing sa harap, inabot po ni Joel, so naghati po kami ni Sec. Jesse doon.

That day that I spent with Sec. Jess was a very fruitful day. We talked so many wonderful topics that day. We talked about leadership; we talked about governance. We said: When you go to a flooded area, you will see the quality of leadership by the situation of the flooded people—and totoo po 'yun. [At a] certain point, we talked and said some leaders, pang-picture taking; some leaders, tunay na leaders—willing to serve the people and you will see them very clearly.

When we were going around dahil po sa panic at takot ko noong aming exciting na landing, naiwan ko po 'yung boots ko sa helicopter. Noong dumating po kami sa Valenzuela, nang papasok na sa eskwelahan—'yung labas po ng eskwelahan baha. Isang talampakan 'yung tubig. Nakapasok po 'yung sasakyan ng Pangulo pero 'yung coaster na sinakyan namin, hindi po magkasya sa gate. Napilitan po kaming bumaba. Lahat po kami—si Ma'am Dinky naka-boots eh, si Sec. Mar—basa po kaming lahat. Noong nandoon na kami sa eskwela, tumutulo na po lahat ng mga pantalon at nanlalamig na po kami. Sabi ko kay Sec. Jesse: "Sana mayroon tayong tsinelas." Sabay ngiti siya sa akin: "Sec., magpabili ka." Sabi ko: "Sec., malaki ang problema ko. Mahirap maghanap ng tsinelas na size 12." Noong bumalik po sa coaster, hindi na sumabay si Sec. Jess sa amin. Nagtaka ako [kung] bakit. Pagdating namin sa Paombong, umakyat na po kami sa stage, magsisimula na po ang talumpati ng Pangulo, medyo na-late si Sec. Jesse. Noong paakyat po siya sa stage, nakatingin siya sa akin. Nang pumatong po siya sa stage, kumakaway siya sa akin. So tumingin naman ako sa kanya. Sabi niya sa akin—pinakita niya po sa akin, naka-tsinelas na siya. Inggit na inggit po ako.

The real topic I want to share with you tonight is Sec. Jesse's brand of "tsinelas leadership." I have come to define tsinelas leadership as the pragmatic and more demonstrative version of servant leadership that Sec. Jess always talked about. I will tell you; I will explain to you four features of tsinelas leadership—Jesse Robredo version.

Tsinelas leadership is about the willingness na lumusob sa baha, [to be] willing to go where you normally do not go—to the most remote areas just to be with the most disadvantaged people. We all know Sec. Jesse rarely said "no" that's why he was one of the most well-traveled Cabinet members. He went to many places where some of us could not go to. Last night, I stood here for several hours. Ang dami pong taga-Mindanao na pumunta dito to honor Sec. Jesse. Lahat po sila, pagdating sa amin, nakatayo kami doon: Maraming salamat po. "Sir, taga-Mindanao kami; Sir, taga-ano." It was just amazing that he has been to many places in the Philippines just to reach people.

A second characteristic of tsinelas leadership is breaking down the barriers between us and the people we serve. Many years ago, a young architect told me: "I will design it so nicely na mahihiya pumasok ang naka-tsinelas." Nandito po tayo sa Malacañang, nandito po tayo sa Kalayaan Hall. Look around you. This place was not designed for tsinelas. And yet last night, and throughout most of today, how many thousands of slippers came into this room to pay tribute, to pay homage and honor to Sec. Jesse? Naiilang lumapit ang naka-tsinelas sa naka-barong. Leaders must be acceptable, accessible to those they serve. That was Sec. Jesse Robredo.

Third point about tsinelas leadership: Personally po, mayroon akong relaxation trigger. When I go home, I start relaxing when I take off my shoes and put on my slippers. Marami pong miyembro ng Gabinete ng Pangulong Aquino ang hindi nakakatulog na naka-sapatos. Tuwing bumabiyahe po kami, naghuhubaran po lahat 'yan ng sapatos sa eroplano. Hindi ko po pinapatamaan si Sec. Cesar Purisima. Pero the minute pong maghubad ng sapatos si Secretary Cesar Purisima sa eroplano, within five minutes, tulog na po 'yan. Alam po 'yan ng Pangulo kasi 'yan ang sinasabi ng Pangulong "the concert starts." But really, wearing slippers is the most casual form. Being casual is being warm. Leaders must be casual with the people they serve so that they can listen, hear, and empathize with the people that they serve. That was Secretary Jesse Robredo in his truest form.

"Tsinelas leadership is about back to basics—base-level transformation. Sec. Jesse and I share the same problems. He was pushing for good governance in local government."

Tsinelas leadership is about back to basics—base-level transformation. Sec. Jesse and I share the same problems. He was pushing for good governance in local government. I am still trying to push good governance in electric cooperatives. In the last two weeks of Sec. Jesse's life, I talked

to him or texted with him everyday because of common problems that we shared. He believed and I shared in his belief that good leadership and governance structures in the barangays will naturally result in good leadership and governance structures in the whole republic. It's about transforming the expectations of people from their leaders so that the next set of leaders will be better than the good ones we now have. Tsinelas leadership is about working on the basics—no frills, no kaartehan; something as uncomplicated and casual as the tsinelas but with a very, very clear vision. That was Secretary Jesse Robredo.

My last conversation with Sec. Jesse was on Friday morning. He called me up at about eight o'clock in the morning. Sabi niya: Sec. Ren—Rene po ako but tinanggal niya 'yung "e." So tawag ko rin sa kanya Sec. Jess. Binawian ko rin po siya. Sabi niya: "Wala na ba talaga tayong puwedeng gawin tungkol sa baha sa Bulacan?" And the reason for that was Sec. Jess, Sec. Singson, and myself at the back of that coaster kept on looking for ways and means to mitigate and bring down the water levels as fast as we can. We talked about Angat Dam, we talked about changing some protocols, and I said: "Sec. Jess, ako na bahala. Tatawagan ko si Sec. Babes, mag-uusap kami then we'll update you." The very last line that Sec. Jess told me was: "Sige, pare. Kawawa talaga ang taumbayan." That is tsinelas leadership—a genuine concern and care for the people that we serve. That is Sec. Jess Robredo in its true context.

These five characteristics and many more is Sec. Jesse Robredo and his legacy to all of us. Many years ago po, the tsinelas was fashionably unacceptable to high society. Sabi nga nila, "tsinelas crowd" o "bakya crowd." Then came flip-flops and Havaianas, and the whole fashion trend ensued—mas mahal yet basically tsinelas pa rin po.

My wish, my prayer: Sana po maging uso din ang sinimulan ni Sec. Jess na tsinelas leadership. Atty. Len, fashion trendsetter din po pala si pogi. Malamang po next year, 2013, may mga kandidato na mangangampanyang naka-tsinelas. Sana naman po hindi lang pang-picture taking ang tsinelas nilang suot. Sana po they will step up to the standards that have been set by Sec. Jess Robredo, and sana po, they will be worthy to wear the tsinelas. Maraming salamat po sa inyo.



EXCERPTS OF EULOGIES

EULOGY OF MINDANAO DEVELOPMENT AUTHORITY CHAIRPERSON LUALHATI ANTONINO (REPRESENTING THE NATIONAL SECURITY CLUSTER):

During the Cabinet Memorial Service.

August 25, 2012

"Just like the President, Jess saw the potential of Mindanao and its different leaders all over the archipelago. Sec. Jess was most admired by many of our Mindanao leaders across the political spectrum even during his stint as [a] local executive himself because of his unselfish effort in sharing governance's best practices, his patience in mentoring young local officials, and his sincerity in living and serving."

EULOGY OF SENATOR FRANCIS PANGILINAN:

During the Liberal Party Memorial Service.

August 25, 2012

"It was therefore a distinct honor and privilege to meet the man who symbolized a kind of people-centered governance and political leadership that, I believe, was desperately needed by our nation...I am not ashamed to admit today that I have nothing but admiration and the highest respect for Jesse. Isa akong fan. Kung may mga Noranian o Vilmanian o Sharonian, sa larangan ng pamamahala sa gobyerno, isa akong Jessinian."

"Let us not weep for a true warrior for change who, had he lived, would have been instrumental in ushering the transformation of the nation he so truly loved. Instead, let us rise up men and women of conviction, let us rise up Liberal Party, pick up from where Jesse left off so that we may—in the manner Jesse would have had it—as one people, finally fulfill his dream of a transformed Filipino nation."

EULOGY OF HOUSE SPEAKER FELICIANO "SONNY" BELMONTE:

During the Liberal Party Memorial Service.

August 25, 2012

"No words can fully describe the tragedy in losing Jesse. He was a kind, humble, noble, zealous advocate of reform, and effective and efficient leader... He hardly stood out because he was not one to trumpet his success or really vie attention to himself. Pagka-magkakasama kayo eh hindi mo masabi na ito pala ay leading hero, itong kasama natin dito ha, dahil sa [kapag] kausap natin siya, parang pareho lang—problema niya, problema natin, pareho lang. And, yes, we know now that he had done so much more than what we hear from just talking with him."

"To the family whom he dearly loved—Leni, Aika, Patricia, Jillian—our deepest condolences; our prayers are with you. Thank you for sharing Jesse with us. To the City of Naga and the DILG family, while you have lost a great leader, the grand legacy of your mayor, our secretary shall live on. From the fire of passionate, selfless public service that he started that it may further spread among you, I am certain that someday, not a few who are inspired by Jesse will step up and carry on the mission he had set out to do."

"With love I bid you, Jesse, a fond farewell. You have done us proud and you will be greatly remembered [not only] by us here who are your party mates but, in fact, by everybody in this country who value good governance; who have ambitions; and who want to uplift the love of the great majority of our people. Kaya paalam, Jesse. Gusto ko sanang sabihin 'Mabuhay ka!' and I'd like to say 'Mabuhay ka, Jesse!'"

EULOGY OF NATIONAL SECURITY ADVISER CESAR GARCIA (REPRESENTING THE NATIONAL SECURITY CLUSTER):

During the Liberal Party Memorial Service.

August 25, 2012

"Secretary Robredo will always be remembered as a man for others. He sought political power not [for] himself but for the betterment of his country and his countrymen. He always believed that corruption is selfishness... Secretary Robredo lived in the enduring belief that to be a good political leader is not to be corrupt and not to be corrupt is to be selfless. Indeed, the President made the right decision in appointing this very selfless public servant to lead one of the most important and highly sensitive government positions."

"Watching and observing the people who came to visit, it is clear that he touched them in a way that gives us hope that our people still recognize and yearn for [a] high standard of decency, integrity, and dedication in public service. And that they had not grown cynical of our political culture, but instead expect us to serve them by the same standard that our colleague and friend, Secretary Robredo, did. Indeed, his life's legacy had such its lifetime, and his seeds of hope and reform are now planted in many of us."

EULOGY OF BATANES REPRESENTATIVE HENEDINA ABAD:

During the Liberal Party Memorial Service.

August 25, 2012

"Ang buhay ni Sec. Jesse ay pagpapatunay na puwede pala ang makabuluhang pulitika sa pamamagitan ng mahusay at matinong pamumuno. Binigyan niya ng mukha ang uri ng pulitika na makabuluhan. Paggamit ng kapangyarihan na magpapabago sa sambayanan. Pagbabago na magbibigay ng dignidad, katarungan, maayos na pamumuhay sa lahat lalo't higit para sa mga taong pinagkaitan ng mga ito ng ating kasaysayan at balangkas ng ating lipunan."

"Naipakita ito ni Sec. Jesse nang buong pagpapakumbaba. Puwede pala, puwede palang maging isang matino at mahusay na pulitiko, at manatili sa poder sa gitna ng masalimuot, makasarili, at magulong pulitika sa ating bansa. Ipinakita ni Secretary Jesse kung paano magagamit ang pulitika at kapangyarihan sa pagsulong ng isang matinong pamamahala na kumikilala ng kapangyarihan ng mamamayan."

"He sought to establish a method and a system to ensure that competence, honesty, citizens' involvement, especially of the marginalized, become standards in the conduct of public service and our politics. Hindi sapat ang maging matino, kailangan may sistemang magtutulak at magdidisiplina sa iyo upang maging matino. 'Yan ang madalas bigkasin ni Sec. Jesse. It's not enough to be good. There has to be a system that forces you to be good."

"Huwag po nating sayangin ang inspirasyon ng buhay ni Secretary Jesse. Bilang mga kasama niya sa partido Liberal, tulungan natin siyang tuparin ang kanyang misyon. Ituloy, isulong, at paigtingin ang mga gawain at programa para sa pagbabago. Higit sa lahat, pagbabago ng ating pulitika at pamamahala. Sec. Jesse, sobra-sobra na ang quota mo. Bumabawi lang kami sa'yo. Kaya kami naman ang magsasabi sa'yo: sige na, sige na. Kami na ang bahala. Babantayan namin ang mga nakamit na tagumpay ng iyong mga nagawa at isusulong ang iyong mga nasimulan. Isang karangalan na maging kasama ka sa pagsulong ng matuwid na daan. Secretary Jesse, paalam."

EULOGY OF SECRETARY OF ENVIRONMENT AND NATURAL RESOURCES RAMON PAJE (REPRESENTING THE CLIMATE CHANGE CLUSTER):

During the Liberal Party Memorial Service.

August 25, 2012

"Si Jesse po—I was watching Atty. Leni [a] few days ago—naninindig 'yung balahibo ko kasi sinasabi mo doon 'di ba, exactly 'yan din po ang sinabi ni Jesse sa akin: "Hindi ba, Mon, napakasarap magsilbi sa bayan ngayon? Alam mong suportado ka, alam mong may nasa likod ka." Tama kako, Jess. Alam niyo po kung bakit? Dati po, dito sa Malacañang, ang patakaran iba. Kapag hinarass [harass] ka, pagbigyan mo. Kapag nagka-kaso ka, sagutin mo. Ngayon po, gawin mo lang ang tama, 'pag hinarass ka, sigurado kang may Pangulo ka sa likod mo."

"So, as I've said, Jesse was my sounding board in governance. I have not seen [in] my entire career life the purity of public service other than Jesse's. Doon ko po nakita kung gaano kapure ang pagsilbi ni Jesse sa bayan. Kaya po, Jesse, definitely, we will mourn for your untimely departure. We will miss you. We will miss your company. We will miss your friendship, laughter, and, to me, my armor."

EULOGY OF SECRETARY OF SOCIAL WELFARE AND DEVELOPMENT CORAZON "DINKY" SOLIMAN (REPRESENTING THE HUMAN DEVELOPMENT POVERTY REDUCTION CLUSTER):

During the Liberal Party Memorial Service.

August 25, 2012

"Jesse believed in the human capacity to undertake and institutionalize positive change. As a public servant, he invested time and energy, and resources to build productive relationships with the citizens and citizens from all walks of life and government. With the citizens of Naga, the citizens of Bicol—across income class, across political beliefs, across faiths, across ethnicity, across different faiths—Jesse brought to life a democracy: The government that is one of the people, by the people, and for the people. And I think all of us here can do no less in making sure that that lives on."

"So Jesse, alam mo, ito naman 'yung palagi mong sinasabi so sige na, sige na, pahinga ka na. Sige na, sige na, itutuloy namin ang pagpapanday ng demokrasya. Sige na, sige na, tutulungan namin sila Leni, huwag kang mag-alala. At sige na, sige na, itutuloy namin ang matapat, mahusay, at matuwid na paglilingkod sa sambayanan. Paalam."

HOMILIES



PHOTO BY PCDSPO

Mass for Sec. Jesse Robredo and Companions

XAVIER L. OLIN, SJ

La Salle Greenhills Chapel, Mandaluyong City

We are all familiar with this scene from the Old Testament: The Israelites are hungry after fleeing Egypt. They find nothing to eat in the dry and desolate desert. And God sends them bread from above, manna, to feed them. We are just as familiar with this scene from the New Testament: The crowds on top of the hill are hungry as they listen to Jesus. There is nothing to eat except a few loaves of bread and a few fish. And Jesus multiplies bread and feeds them all, and there is more than enough bread for the crowd, the leftovers filling even several baskets full.

In today's Gospel from John, Jesus tells us:

I am the living bread that came down from heaven; whoever eats this bread will live forever. And the bread that I will give is my flesh for the life of the world... (6:51) whoever eats this bread will live forever (6:58).

My sisters and brothers, the truth is: We are hungry for bread. We long to be filled. And God who knows our deepest needs and hungers sends us bread, not just ordinary bread, not just manna, but his very son, the True Bread that comes down from heaven, to fill our deepest hungers, and to be the answer to our deepest needs.

It is most meaningful, most beautiful that we gather around the Lord's table today as we break bread—we with our many hungers both physical and many times spiritual. We hunger for answers, we hunger for direction, we hunger to know that one spot where the aircraft and Sec. Jesse Robredo and his companions are. We hunger for the bread of hope, of consolation, of

courage, of trust, of faith. It is only right and just that we, as one community, one family, come together, praying with all our hearts to Jesus, our One and True Bread.

We can hear, in the first reading, the timely words from Proverbs: Come, eat of my food, and drink of the wine (Prov. 9:5).

And how we wish to find answers. How we long to hear good news. How we want to see more—beyond that one piece of wreckage, to see Secretary Jesse Robredo all in one piece, alive, with his companions. But we can find comfort and consolation in the truth that Jesus is with us here and now as we break bread. He who comes down to earth, sent by the Father, our Bread of Life, is present to us—pained by our pains, suffering with our suffering, troubled by our many troubles.

In the letter to the Ephesians, Paul tells us: ... make the most of every opportunity... be filled with the Holy Spirit... singing and playing to the Lord in your hearts, giving thanks always and for everything... (Eph. 5: 9–20). But how can we sing and play in our hearts? How can we give thanks at this time of sadness and confusion and doubt?

Perhaps we can still give thanks as we remember how we have been sent bread in the person of Secretary Jesse, how he has been bread of life to us. We are told that yesterday, he rushed home to attend the ceremony where her daughter received an award. I have seen pictures of him on Facebook, attending her daughter's swimming competition, finding time for his family amid his busy schedule. He has been bread of life to his family.

We who are his constituents when he was mayor in Naga have benefitted from his serving. I remember when storms struck the city, Mayor Jesse was there ahead of everyone, cutting trees, clearing roads. I have seen for myself how once, early in the morning after a storm, he cleans up our street with his men—even before we in the neighborhood start to do so. (I remember this with some embarrassment.) Naga is a poor city when he starts his term—a third class city, I think. Naga becomes a first-class city as he ends his years as mayor. Secretary Jesse has been bread to us in Naga.

I cannot continue without mentioning Our Lady of Peñafrancia and his deep devotion to her whom we Bikolanos call INA. Every year, we see the familiar scene of the voyadores during the Peñafrancia fiesta. The voyadores are the men who carry the image of Ina. Among them, we always see a familiar face—Secretary Jesse who is a voyador. Many photos of him have been posted on Facebook, a number of them showing him with Ina. One picture stands out in particular. It is that of him as one of the voyadores. Like the other voyadores, he walks barefoot as he walks with Ina and as he accompanies her to the Naga River, to the procession that takes her home to the Basilica. Amid our sadness and our many questions, I find much comfort and consolation in this image: Jesse walking and accompanying Ina to take her home. I know that Ina walks with him now as accompanies him home.

I would like to end with two things: a prayer quote from St. Augustine and a prayer that all the churches in the Archdiocese of Caceres in Naga are praying today.

From St. Augustine:

> God of our life, there are days when the burdens we carry chafe our shoulders and weigh us down; when the road seems dreary and endless, the skies grey and threatening; when our lives have no music in them, and our hearts are lonely, and our souls have lost their courage. Flood the path with light, run our eyes to where the skies are full of promise; tune our hearts to brave music; give us the sense of comradeship with heroes and saints of every age; and so quicken our spirits that we may be able to encourage the souls of all who journey with us on the road of life, to Your honour and glory.

We thank the Lord for our hero.

And the prayer to the Father, through the intercession of Ina:
Father, as one family here in Naga City and the entire country,
hear our prayer for the safe and immediate rescue
of our fellow Nagueño, DILG Secretary Robredo.
Grant skill, strength, and sharp eyes to the rescuers.
Send your holy angels to guide them and to protect those men.

Grant comfort, peace, grace, and strength to all who love him.

Bring him home to a joyful reunion.

O Mary, Our INA, Our Lady of Peñafrancia,

you know Sec. Jess to be your ardent devotee,

intercede for him to your Son Jesus.

We ask this through Christ our Lord. Amen!

Our Lady of Peñafrancia, comfort us

and come to help your devotee and son, Sec. Jess Robredo.

Amen.



PHOTO BY PCDSPO

Homily during the funeral Mass of Sec. Jesse M. Robredo

REV. FR. KULANDAIRAJ AMBROSE, MOP

Basilica Minore de Nuestra Señora de Peñafrancia, Naga City.

August 28, 2012.

His Excellency, President Benigno S. Aquino III; Mrs. Leni Robredo, wife of the late Secretary; their children Aika, Trisha, and Gillian; family and relatives; Cabinet Secretaries; Hon. John Bongat, Mayor of Naga City; national and local government officials; members of the clergy; people of Naga; my dear Filipino people.

In an uncanny coincidence, the lifeless body of Sec. Jesse was found on the same day of the death anniversary of a great Filipino, Ninoy Aquino. Ninoy once said, "The Filipino is worth dying for." And he proved it with his own death. Today, another great Filipino, Secretary Jesse Robredo, has shown by his life and his death that every Filipino is worth dying for. To this great man, let us put our hands in applause!

Why me? That's what came to my mind when Atty. Leni asked if I would celebrate and preach at this funeral Mass of her late husband. Why me? A simple missionary priest working among the most forgotten ones in society, why me? Then she added: "Father, that's what Jesse would really want." Yes, in death as in life, Secretary Jesse is a man of the ordinary people. I'm humbled and honored to do this for a friend, a great man and a champion of the poor.

I am a priest of the Missionaries of the Poor from Jamaica. Our mission is to shelter and care for abandoned children, special children, the disabled, and elderly who are homeless. We also provide nutrition, health care, and spiritual care for the indigent. For the past six years, I have worked in the Philippines, in our mission center, which is not far from here on this same road. I want to thank the family for including the Missionaries of the Poor as one of the favored charities of the late Secretary to which donations can be made. We will establish a free clinic for the poor in his honor.

Ten days ago, when we heard the news about Secretary Jesse's plane crash, followed by the discovery of his body three days later, like you, I was shocked by the suddenness and the seeming cruelty of it all. My mind was racing to find some logic in what seemed a senseless tragedy. Words simply seem to fail us in such situations.

But we take comfort that the word of God never fails. And so we read in the Book of Wisdom 3:

The souls of the just are in the hand of God, and no torment will ever touch them. In the eyes of the foolish they seemed to have died, and their departure was thought to be an affliction, and their going from us to be their destruction, but they are at peace...

They will receive great good, because God tested them and found them worthy of himself; like gold in the furnace he tried them, and like a sacrificial burnt offering he accepted them...

They will govern nations and rule over peoples, and the Lord will reign over them forever.

I stand here before you today, not as a representative of government or politics, not as an official representative for the Church, not as a spokesman for the family, but I speak on behalf of the countless poor and indigent, the tsinelas people to whom Secretary Jesse was a true friend and a big brother. Allow me to share about the man we're honoring today from that personal perspective.

I first met Jesse Robredo 20 years ago on a rainy day in June 1992. I had accompanied our Founder, Fr. Ho Lung, from Jamaica on our first visit to the Philippines. We were looking at the possibility of our ministry among the poor and needy in the Philippines. Archbishop Leonardo Legaspi welcomed us to Naga and introduced us to then Mayor Jesse Robredo, because the good Archbishop knew, that like himself, Robredo had a heart for the poor.

We met at the urban poor relocation site in San Rafael. With Robredo was his young beautiful wife, Atty. Leni, and their eldest daughter, Aika. Aika, I doubt you'll remember this

because you were still a tiny tot then. Two things impressed me about Mayor Jesse in that first meeting: He was a man of family and a man of the poor.

Next day, we met again, this time at the Mayor's office. I was surprised by what I saw as the mayor's office. His office was simply a large table—more like a family dining table. The Mayor was seated at one end of the table, and there were several people of all sorts seated or standing around in the room. They were all seeking the mayor's attention or assistance with some need. He was their father, and they were his children.

And in the last six years that I have been in the Philippines, Mayor and, later, Secretary Jesse and I have met so many times either at his office or more often than not, at our mission center in San Rafael. Jesse was there at every occasion we had. Sometimes, he would simply drop by just to find out how we were doing and if he could help in any way.

One of the images of Secretary Jesse that I would carry with me to my grave happened at the height of typhoon Reming in 2006. When the winds were howling and the roofs were flying and the trees were falling, I was shocked when the mayor's car drove into our center. Mayor Jesse came to find out if everyone was safe. I couldn't believe he would risk his own life to make sure the poor were safe and well! I later found out that this was something Mayor Jesse did every time there was a typhoon.

Then, he was there at my place every August 7, to wish me Happy Birthday! He was there during our free medical missions. He was there with his wife and three girls every December 25 for the Christmas party and gift giving for the indigent, before proceeding to his parents' home for Christmas dinner!

Secretary Jesse was there whenever we needed him, and he was there even when we didn't need him! He felt comfortable with us and we felt comfortable with him—maybe because we wear sandals! You can call it the tsinelas friendship if you want. When he became Cabinet Secretary, I thought we wouldn't see him anymore because of his busy schedule and high position. But he still found time to visit us now and then. And it was the still same Jesse Robredo, with his casual nature and boyish smile.

Secretary Jesse Robredo was a man with a golden heart, a brilliant mind, and a steely will! He was a humble man. He was a man of compassion for the poor and needy, and for everyone. Leaders must have vision and will. A vision without a will remains a fairy tale and a will without a vision can be disastrous. Secretary Jesse Robredo had both vision and will, and thus, he fulfilled his mission. He was a man of the masses, the real Pinoy Big Brother to the countless nameless and faceless persons who make up the bulk of our society.

Secretary Jesse also had a great sense of humor. One time, he said to me: Father, all my life, I've been after girls and women. I was a bit stunned. Then he continued: You see, when I was a boy, it was my mother and my sisters. Now, it's my wife and my three daughters! Then I said to him, ok, but it is the talk of the town that you also have another woman in your life. Puzzled, he asked who it was. I said, INA, Our Lady of Peñafrancia! We both had a good laugh. I'm told that since the age of 16, he has been a devotee of INA, a voyador, year after year without fail. He'll be there next month for the Peñafrancia fiesta—look for him.

Secretary Jesse was a devout Catholic and a God-fearing man. We have now heard that he frequented the confessional two or three times a month. He was a regular Sunday Mass goer and communicant. I was told by a mutual friend that quite often, you could see him slip into the adoration chapel at the basilica early in the morning! Again, no fanfare, no blowing his own trumpet.

Another quality that endeared Secretary Jesse to everyone—the elite and the lowly, the powerful and the weak, the VIPs and the VOPs (Very Ordinary People)—is his inclusive attitude. At a time when people think with an exclusivist attitude, when human life is treated as a matter of choice, and people are considered as wanted or unwanted based on personal convenience or the availability of resources, Jesse made everyone feel wanted. He simply treated everyone with respect. He never complained that he didn't have enough time or resources for so many, but always found time for everyone. He might not have satisfied everyone's needs, but he made everyone feel that he cared. For Jesse, every human life was sacred and a gift from God. Perhaps, that's why he loved our work so much—the deformed children, the disabled, the rejected ones—whom society considers unwanted and a burden to development. Yes, every Filipino is worth dying for!

Secretary Jesse had time for everybody, except himself. He will drop by a barangay fiesta, then go over to a meeting with some business people, then stop at someone's birthday party or wedding or a wake or whatever. He could take breakfast in Manila, have lunch in Cebu, and be back home in Naga for dinner with his family—except on that last day. He was there for you, for me, for everyone. We all felt appreciated and accepted by Jesse.

In his presence, we felt no worry. He gave hope to many in hopeless situations. He was not afraid to walk the talk. He painted schools, scrubbed floors, cleaned drains—all while he was the chief executive of this city and one of the highest officials in the land! And he did all this without fanfare, without publicity.

Secretary Jesse not only shared the name of our Lord Jesus, but in his own humble way, he strived to live like him. He was truly poor in spirit because he desired nothing for himself. As his wife said during the interview last week, he felt his cup was overflowing. He didn't even dream the things that have come to him. He was satisfied with whatever he had. He sympathized with those who mourned. He hungered for justice and righteousness. He was humble and meek even when raised to one of the highest positions in the country.

Secretary Jesse was not a perfect human being, but he was a true human being who treated every other human being as true as himself.

Let me here speak to the family of the late Secretary. Ate Leni, Aika, Trisha and Jillian, siblings of Sec. Jesse, thank you for sharing Jesse with us. You had to make sacrifices to let your husband, your father, your brother to serve other people. For this, we all thank you. In you, we see Sec. Jesse's true spirit of humility and courage. Let me assure you also of the sincere condolences of the entire MOP family around the world. As you know, Sec. Jesse was a good friend of our Founder, Fr. Ho Lung, in Jamaica. Fr. Ho Lung sends the assurance of his prayers for you now and always.

Seldom do people pass away doing what they loved doing. Secretary Jesse passed away doing what he loved most—going home!

Secretary Jesse, you liked to surprise people. But not in my wildest dream did I ever imagine that my last Mass in Naga before I leave for my next assignment in Jamaica will be your funeral Mass.

Jesse Manalastas Robredo—devoted son, responsible brother, loving husband, caring father, humble servant of the people, champion of the poor—FAREWELL. Indeed you have fared well in this life. Now, farewell in the next.

Maraming salamat po Secretary Jesse for being a true friend of the common people, the tsinelas people! Ingat po! Dios Mabalos!

PHILIPPINE
LEGION OF HONOR

Malacañan Palace

Be It Known To All Men By These Presents:

That I,

Benigno S. Aquino III,
President of the Republic of the Philippines

by virtue of the powers vested in me by law,

For being an advocate, as Mayor of Naga City from 1988 to 1998 and again from 2001 to 2010, and as Secretary of the Interior and Local Government, of true and transformative change which led to a revitalized city and a vibrant culture of transparency, accountability, and people empowerment;

For being a mentor to public servants who are likewise supportive of change;

For choosing to tread the straight and righteous path, even at the risk of political persecution, instead of taking the easy and crooked road of the unprincipled;

For institutionalizing a virtuous cycle in the Department of the Interior and Local Government by establishing a full disclosure policy and seals of good housekeeping in local governments;

For being a leader who set aside the ostentations of power, choosing the simplicity and honesty of genuine servant leadership;

For his dedication to public service, which earned him the respect and acclaim of his peers and the public, as manifested in the countless accolades he received, such as the Ramon Magsaysay Award for Government Service in 2000, the Konrad Adenauer Medal of Excellence as Most Outstanding City Mayor of the Philippines in 1998, the first ever "Dangal ng Bayan" Award of the Civil Service Commission, and inclusion in the Ten Outstanding Young Men of the Philippines (TOYM), among many other awards; and

For being an exemplar of principled, committed leadership, regardless of personal cost or danger, thereby making him a man of outstanding life achievement deserving of the highest recognition the President of the Philippines can confer,

have caused to be inscribed in the roster of

the **Philippine Legion of Honor**

the name of

Jesse M. Robredo
Secretary of the Interior and Local Government

with the rank of **Chief Commander** *(Punong Komandante)*
(Posthumous)

Done in the City of Naga, Camarines Sur
this 28th day of August
in the year of Our Lord Two Thousand and Twelve



Response of Atty. Ma. Leonor "Leni" Robredo to the conferment of the Philippine Legion of Honor upon Sec. Jesse M. Robredo

Basilica Minore de Nuestra Señora de Peñafrancia, Naga City

In behalf of my children, my brother- and sisters-in-law, and our entire family, I accept this Legion of Honor award with deep and respectful gratitude. This award recognizes my husband's achievements in public service, an affirmation of his life and work. I am honored. Our entire family is honored. If Jess were here with us today, I know he would shy away from excessive praise. He might find all the fuss, pomp, and pageantry a little uncomfortable. But Jess, just this one time, allow us to celebrate your life in the way we think you deserve to be honored.

Mr. President, I know that my husband would have felt deeply touched, not only with the award you have bestowed on him today, but with what you have done. From the time we were all still hoping that he was still alive somewhere in Masbate until we learned that he was indeed gone, and up until now, when we are about to lay him to rest, is way beyond what we expected. If we could hear Jess speak, I know he would be saying, "Sobra-sobra na ito." We have felt your care and commitment to Jess in the very personal way that you have ensured that my children and I can grieve and not worry about anything. Thank you from the bottom of our hearts.

My heartfelt gratitude also goes to Secretary Mar Roxas, Secretary Butch Abad, and Congressman Jun Abaya who were always with Jess not just in death but also in life. Thank you for dreaming with him. Thank you for walking with him. Thank you for staying with him until the very end. To Secretary Dinky Soliman, who stayed with us and made sure that during those dark moments when we learned Jess was missing, the children and I were eating and sleeping and not worrying too much: thank you. Thank you also to Secretaries Ricky Carandang, Edwin Lacierda, Rene Almendras, Ging Deles, and Leila de Lima, who rescued us and took charge of all the preparations for the wake. You really made things very easy for us. To the other members of the Cabinet, the search and rescue teams, the local government officials of Masbate, the Naga City officialdom, the divers, and everyone involved in finding Jess, you pushed yourselves beyond your limits of your physical and mental capabilities to rescue him. The intensity of your dedication became a beacon of hope, and then comfort for those of us waiting for him to come home.

His death was unexpected, and we have to deal with the searing grief of losing him. But I believe that, for Jess, it was not tragic and he was not taken before his time. He was never fearful of his life. He was always ready to face his Creator. He often said, "Kung panahon mo na, kahit anong gawin mong pagtatago, panahon mo na. Kung ano ang nakatakda siyang mangyayari." Maybe for him, it was the perfect end to a life well lived. Jess often told me he felt he would die young. During our moments together, he would always say that between the two of us, he would be the first to go. I never believed him then.

When he became a member of the Cabinet, I was always nervous whenever he would take a private plane or a helicopter. We constantly argued about the necessity of it all. But he made me understand that sometimes, this could not be avoided because of his work. He promised me that he would take commercial flights whenever possible. But, sometimes, he still did not heed my request. He shielded me from the fear by simply not telling me about it.

Last Saturday, the day of the crash, I was already on the phone with him early in the morning. There was a flurry of calls and text messages between us throughout the day. Early in the afternoon, I told him not to hurry home because my daughter's competition finished early. I thought he would just be taking the bus bound for Naga that same night. But in true fashion, he still decided to fly home. He just wanted to surprise us and make us happy.

When I first learned that he was pushing through with the trip, I texted him, and he confirmed that he boarded the plane already. I was already very near the airport to pick him up

when he texted me again that his plane was going back to Cebu. He never told me why. I was able to reach him at 4:40 in the afternoon, just before the plane plunged into the sea. He told me in the calmest voice that he would call me later. He said he was just taking care of something. He never called me back. When the body bag carrying his remains was opened before my eyes, I was not at all surprised to see that he was wearing his DILG uniform, the same uniform that he wore in that picture in front. That was Jess to the very core. He was always working so hard but at the same time always rushing home to be with his family.

When Jess was still mayor of Naga, we both worked hard in making sure that the children will not feel any sense of entitlement because of his position. He always told us that the greatest gift he could give our children is a good name. In death, he gave my children that gift, and the best way we can all honor him is to guard that name and make him proud. My husband was always cautious not to enjoy the perks of his position because he was always afraid that he'd get used to it and be tempted to do all means just to stay in power. He used to tell me, "Mahirap nang masanay at baka hanap-hanapin ko." He was conscious not to spend beyond our means. He felt that if our needs and wants become unreasonable, he would be more vulnerable to temptations. He was never attached to material things. During one of his recent birthdays while he was already Secretary of the DILG, he received a number of signature shirts as gifts. He piled them up inside his closet and told me, while looking at those gifts, "Magagalit na nito sa akin ang Diyos." When he became DILG Secretary, coming home to Naga every weekend kept him grounded and made him stronger against temptations. The weekend before that fateful crash, he fixed everything in the house: busted lights, broken doorbell, leaking faucets. He always looked forward to feeling like a regular man of the house. He said these simple tasks made him feel important to his family and strengthens him.

Much has been said about how great Jess was as a public servant. But to us, his family, we will remember him most as an exceptional husband and father. He died with nothing left unsaid. He constantly showered us with "I love you's." He always told me he was lucky that he married me. He constantly told my children he was proud of them. On a normal day, he would text or call me several times. His first text message of the day would always be, "Ma, gising na ako." Between us, there is a constant narrative of, "in the car already," "going to the office na," "proceeding to the next appointment," and so on and so forth. Sometimes, when he was in the middle of a difficult conversation, he would text me, "hirap naman nitong kausap ko." Or sometimes, when attending a formal function at some flashy hotel, he would text me, "Bok, fine dining na naman, siguradong gutom na naman ako nito." Often, he is home early enough to eat dinner with Aika and Tricia. After dinner, he would often text me, "Tapos na kaming mag-dinner ng mga anak mo. About to start my evening ritual." By this, he meant that he would now start signing the voluminous office documents that are brought home for his signature. Before he sleeps, he would call and talk to Jillian and me.

He would drop everything for our girls. He wasn't there just for the big events but also for the small ones. He would badger many people, Secretary Mar included, just to ask for UAAP tickets for Aika, who almost never misses an Ateneo basketball game. Whenever Tricia had an upcoming exam, he would text me, "Ma, please go to the Blessed Sacrament, Trish has exams today." He tutors Jillian in math by telephone and he would even do sample math problems for her to solve while attending important meetings. He was never too busy for all of us.

2012 was supposed to be a banner year for us. Two months ago, we celebrated our silver wedding anniversary. The day of our anniversary fell on a weekday. Although we already celebrated the prior weekend, he still came home for a few hours to surprise me, bringing with him a hodgepodge of flowers he got along the way. This loving gesture was all that was needed for our last anniversary to be memorable. In a moment of reflection, we agreed that we have been truly blessed, not only because we have three wonderful children, but also because life has generally been good to us. That was when he first told me that he had already fulfilled all his dreams for himself.

People would remember my husband as a hardworking and dedicated public servant who made a difference in the lives of people. He had his own brand of leadership and preferred to keep everything simple. His heart always cries out to the poor and the marginalized. When he talks to me about his work, he would always tell me, "Kawawa talaga ang mahihirap," and hope that he could do more to make life easier for them. He found fulfillment when he worked as mayor of Naga City because outcomes could be seen and felt quickly. Things were different at the national level. He worked so much harder, but he often wondered if his efforts were appreciated. "'Di ko alam kung may patutunguhan ang lahat na ito," were his exact

words. But the immensity of the public's response to his death and the collective grief being displayed gives us comfort that his efforts have made their mark. We did not expect this kind of reaction. I am sure Jess did not expect this either. I am amazed to see big burly man crying over his death. When the funeral cortege passed by the streets of Manila and Naga, there were as much cheers as there were tears. So many people have said very kind and inspiring words to us, and tell us how Jess touched their lives. It seems that everyone had a personal encounter with him and had a story to tell. During his last Sunday with us, he told me in the car while I was driving him to the airport, "Quotang-quota na ako. 'Di ko na pinangarap ang lahat na ito. Sobra-sobra na ang ibinigay sa akin ng Diyos." His cup was indeed overflowing, his dreams for himself were simple, and God gave him so much more than he asked for.

Sa gabos pong taga-Naga: An samong pa-Dios Mabalos saindo gabos. Sa halawig na panahon na paganduyog nindo sa sakuyang agom. Sa saindong suporta. Sa saindong pagpadangat. Ipinuli mi po siya digdi sa saiyang maogmang lugar ta panatag siya pirmi sa saindong pagkamoot. Ilulubong ta po siya harani sa kandungan kan satong Inang Birhen de Peñafrancia. Naghahagad po kaming pamilyang dispensa na dai nindo siya masadiri ngonian. Arog po saindo, gulpi man palan ibang nagpapadangat saiya. Pero pagkatapos po kan aldaw na 'ni, dai po kamo maghadit, ta solong-solo nanaman nindo siya. *(To all Nagueños: Our deepest gratitude for supporting my husband all these years. For your help. For all your love. We've brought him home to his happy place, where he is truly at peace, surrounded by those who love him. We shall lay him to rest near our mother, the Virgin of Peñafrancia. We never realized how many people loved him as you all did. On behalf of my family, I apologize. Today, we want to keep him for ourselves. But do not worry; tomorrow, he will be yours again.)*

Jess, thank you for the gift of your life. How lucky we are that you shared your life with us. We are truly blessed to have been loved by you. As my daughter said, "You may have been prepared to die, but we were not prepared to lose you." We are devastated by your loss, but even if we are grieving, we will continue to live because your spirit lives in us. I will make sure that your dreams for our children will be fulfilled. I will not say goodbye because I know that you will never leave us and will always be in our midst. You are home now. You are back where you truly belong. Rest well. We will love you forever.

QUEZON SERVICE CROSS



P. S. Res. No. 861

Republic of the Philippines
Congress of the Philippines
Senate
Pasay City

Fifteenth Congress

Third Regular Session

RESOLUTION NO. 125

RESOLUTION CONCURRING IN THE POSTHUMOUS CONFERMENT OF THE QUEZON SERVICE CROSS TO JESSE M. ROBREDO

WHEREAS, the late Jesse M. Robredo was nominated by His Excellency Benigno S. Aquino III for conferment of the Quezon Service Cross, the highest recognition of the Republic of the Philippines;

WHEREAS, pursuant to the provisions of Joint Resolution No. 4 s. 1946, entitled "Joint Resolution to create the Quezon Service Cross for exemplary service to the nation in memory of the late President Manuel L. Quezon", His Excellency has requested the concurrence and approval of Congress for the posthumous conferment of the Quezon Service Cross upon the late Jesse M. Robredo;

WHEREAS, as Mayor of Naga City, he established a brand of public service that was fueled by humility, selflessness, and dedication -- which earned him the Ramon Magsaysay Award for Good Governance in 2000 and a number of other accolades;

WHEREAS, as Secretary of the Interior and Local Government, he continued his commitment to genuine transformative change, and institutionalized a virtuous cycle in the agency – establishing a full disclosure policy and awarding seals of good housekeeping to local governments that performed well;

WHEREAS, he showed his countrymen, not just through words, but through actions, how true public servants must act – with the Filipino people foremost in mind, regardless of personal cost or danger;

WHEREAS, the values, ideals and service demonstrated by Secretary Robredo compare favorably to the standard exemplified in public service by the late President Manuel L. Quezon: Now, therefore, be it

Resolved by the Senate, as it hereby resolves, To concur in the posthumous conferment by the President of the Philippines of the Quezon Service Cross on the late Jesse M. Robredo.

Resolved, further, That copies of this Resolution be furnished the Office of the President, and the family of the late Jesse M. Robredo.

Adopted,

JUAN PONCE ENRILE
President of the Senate

This Resolution was adopted by the Senate on September 3, 2012.

EMMA LIRIO-REYES
Secretary of the Senate

H. Res. No. 2739

Republic of the Philippines
Congress of the Philippines
House of Representatives
Metro Manila

Fifteenth Congress

Third Regular Session

Begun and held in Metro Manila, on Monday, the twenty-third day of July, two thousand twelve.

RESOLUTION NO. 281

RESOLUTION CONCURRING WITH THE POSTHUMOUS CONFERMENT OF THE QUEZON SERVICE CROSS TO JESSE M. ROBREDO

WHEREAS, the late Jesse M. Robredo was nominated by His Excellency Benigno S. Aquino III for conferment of the Quezon Service Cross, the highest recognition of the Republic of the Philippines;

WHEREAS, pursuant to the provisions of Joint Resolution No. 4 dated October 21, 1946, entitled "Joint Resolution to Create the Quezon Service Cross for Exemplary Service to the Nation in Memory of the Late President Manuel L. Quezon", His Excellency has requested the concurrence and approval of Congress for the posthumous conferment of the Quezon Service Cross upon the late Jesse M. Robredo;

WHEREAS, as Mayor of Naga City, he established a brand of public service that was fueled by humility, selflessness and dedication, which earned him the Ramon Magsaysay Award for Good Governance in 2000 and a number of other accolades;

WHEREAS, as Secretary of the Interior and Local Government, he continued his commitment to true transformative change, and institutionalized a virtuous cycle in the agency, establishing a full disclosure policy and awarding seals of good housekeeping to local governments that performed well;

WHEREAS, he showed his countrymen, not just through words, but through actions, how true public servants must act, with the Filipino people foremost in mind, regardless of personal cost or danger;

WHEREAS, the values, ideals and service demonstrated by Secretary Jesse M. Robredo compare favorably to the standard exemplified in public service of the late President Manuel L. Quezon: Now, therefore, be it

Resolved by the House of Representatives, To concur with the posthumous conferment by the President of the Philippines of the Quezon Service Cross on the late Jesse M. Robredo.

Adopted,

FELICIANO BELMONTE JR.
Speaker

This Resolution was adopted by the House of Representatives on September 3, 2012.

MARILYN B. BARUA-YAP
Secretary General

O

OFFICIAL DOCUMENTS

MALACAÑAN PALACE
MANILA

BY THE PRESIDENT OF THE PHILIPPINES

PROCLAMATION NO. 460

DECLARING NATIONAL DAYS OF MOURNING OVER THE PASSING OF SECRETARY JESSE M. ROBREDO FROM 21 AUGUST 2012 TO THE DATE OF HIS INTERMENT

WHEREAS, Secretary Jesse M. Robredo was appointed as the Secretary of the Department of the Interior and Local Government (DILG) and as a champion for good governance, was instrumental in the implementation of far-reaching reforms in local governance;

WHEREAS, Secretary Robredo served with utmost dedication as Mayor of Naga City from 1988 to 1998 and from 2001 to 2010;

WHEREAS, his outstanding performance as Mayor of Naga earned him numerous awards such as the Magsaysay Award for Government Service in 2000, the first Filipino mayor to be conferred the distinction;

WHEREAS, the nation has lost one of its great leaders and public servants; and,

WHEREAS, his many virtues as a public servant have permanently earned for him the gratitude of the City he led, and the Republic he served.

NOW, THEREFORE, I, BENIGNO S. AQUINO III, President of the Philippines, by virtue of the power vested in me by law, do hereby proclaim 21 August 2012 to the date of his interment as National Days of Mourning.

As provided for by law, for a period of six (6) days, the national flag shall be flown at half-mast from sunrise to sunset in all government buildings and installations in the Philippines and in our posts abroad.

Further, from 21 August 2012 until the date of interment, the flags shall be lowered to half-mast in Malacañan Palace, the City of Naga, and in all offices and installations of DILG, Bureau of Fire Protection (BFP), Bureau of Jail Management and Penology (BJMP), Local Government Academy (LGA), National Police Commission (NAPOLCOM), Philippine National Police (PNP), and Philippine Public Safety College (PPSC).

Done in the City of Manila, this 21st day of August, in the year of Our Lord, Two Thousand and Twelve.

By the President:

PAQUITO N. OCHOA JR.
Executive Secretary

Office of the President of the Philippines
PNOY006095

CERTIFIED COPY:
MARIANITO M DIMAANDAL
DIRECTOR IV
MALACAÑANG RECORDS OFFICE

Office of the President
of the Philippines
Malacañang

MEMORANDUM CIRCULAR NO. 36

CREATING AN INTER-AGENCY COMMITTEE TO TAKE CHARGE OF THE FUNERAL ARRANGEMENTS AND INTERMENT OF THE LATE JESSE M. ROBREDO, SECRETARY OF THE INTERIOR AND LOCAL GOVERNMENT

WHEREAS, Jesse M. Robredo, Secretary of the Interior and Local Government, tragically died on 18 August 2012, to the deep sorrow of the Philippine Nation;

WHEREAS, it is fitting and proper that the State renders honor to the late Secretary of the Interior and Local Government, commensurate with the peoples' affection and admiration for him; and,

WHEREAS, these honors and all forms of official recognition must be done in accordance with law, wishes of the bereaved family of the late Secretary, and the fullest participation of the agencies he headed and the people he represented.

NOW THEREFORE, I, PAQUITO N. OCHOA, JR, Executive Secretary, by authority of the President of the Philippines, do hereby create a Committee on Funeral Arrangements and Burial, composed of the following offices/entities:

Office of the Executive Secretary
Presidential Management Staff
Department of the Interior and Local Government
Presidential Communications Development and Strategic Planning Office
Office of the Presidential Spokesperson
Armed Forces of the Philippines
Philippine National Police
Office of Presidential Protocol
Malacañang Social Office
Appointments Office
Presidential Security Group

The Committee may call on any government entities and enjoin the support of concerned non-government organizations (NGOs) and the private sector as may be necessary to assist in the performance of its functions.

DONE, in the City of Manila, this 21st day of August in the year of Our Lord, Two Thousand and Twelve.

By authority of the President:

PAQUITO N. OCHOA, JR.
Executive Secretary

CERTIFIED COPY:

STATEMENTS OF PRESIDENTIAL SPOKESPERSON EDWIN LACIERDA

ADVISORY FROM THE PRESIDENTIAL SPOKESPERSON, AUGUST 18, 2012

At the present time, search and rescue operations are ongoing for the aircraft carrying Secretary of the Interior Jesse Robredo, an aide, and the pilot of the plane. The aircraft was off the coast of Masbate when contact was lost earlier today. We will be updating the public as details are confirmed: Speculation is not useful at this point.



STATEMENT OF PRESIDENTIAL SPOKESPERSON EDWIN LACIERDA: ON THE SEARCH AND RESCUE EFFORTS FOR SECRETARY JESSE ROBREDO

Released on August 18, 2012

As search and rescue efforts for Secretary Jesse Robredo and party continue, we ask the Filipino people to join the President and the Cabinet in prayer for his successful rescue. We ask that the efforts be allowed to continue unimpeded and without speculation on the part of the public. We must remain focused on the task: to find Sec. Robredo and his companions, and to bring them to safety.

STATEMENT OF PRESIDENTIAL SPOKESPERSON EDWIN LACIERDA: ON THE VIGIL FOR SECRETARY JESSE ROBREDO

Released on August 18, 2012

A vigil has begun in the National Shrine of the Divine Child inside the La Salle Green Hills (LSGH) campus in Mandaluyong City for the intention of the successful rescue of Secretary of the Interior and Local Government Jesse Robredo and others missing from his flight. We ask those who wish to join our fellow citizens in prayer to go to LSGH and join their fellow citizens at this time of deep concern. We ask that you keep the families of Secretary Robredo and those still missing, and those engaged in rescue efforts in your prayers as well.



ADVISORY FROM THE PRESIDENTIAL SPOKESPERSON ON THE CONTINUING SEARCH AND RESCUE OPERATIONS FOR SEC. JESSE ROBREDO AND PARTY, AUGUST 19, 2012

Throughout the night, search and rescue operations for Secretary Jesse Robredo and party continued. More assets are being deployed this morning to intensify the search. In the meantime, the President, along with Secretaries Roxas, Abad, Gazmin, and Representative Abaya flew to Masbate at 5:45 a.m. to personally observe the search and rescue effort. We will be issuing more updates as they become available.

The vigil for the successful rescue of Secretary Robredo will resume at 3 p.m. this afternoon at La Salle Green Hills, with a Mass scheduled at 5 p.m. Both will be open to the public.

STATEMENT OF PRESIDENTIAL SPOKESPERSON EDWIN LACIERDA: ON THE CONTINUING VIGIL FOR THE RESCUE OF SECRETARY JESSE ROBREDO

Released on August 19, 2012

Tonight, concerned citizens continue their vigil in the National Shrine of the Divine Child in La Salle Green Hills, Mandaluyong City. The vigil began at 3 p.m. and Mass was celebrated at 5 p.m. The vigil will continue until 12:30 a.m.

Tomorrow, the vigil resumes at 8 a.m. in La Salle Green Hills. Mass will be celebrated at 9 a.m. As was the case yesterday and today, tomorrow's vigil will be open to the public.

We continue to hope and pray for the successful rescue of Secretary Jesse Robredo. The nation's unity—in concern, in faith, and hope for Secretary Jesse Robredo, Jessup Bahinting, and Kshitiz Chand—is a source of strength for the families of the missing, and all those engaged in search and rescue operations. Let us continue to refrain from speculation and focus on the task at hand. Let us remain steadfast in our compassion, our sense of community, and our resolve.

STATEMENT OF PRESIDENTIAL SPOKESPERSON EDWIN LACIERDA: ON THE OPERATIONS AND ACTIVITIES OF THE DILG

Released on August 20, 2012

We advise the public that the priority of the authorities at this time is the ongoing search and rescue efforts for Secretary Jesse Robredo and his companions. We assure the public that the normal operations of the Department of the Interior and Local Government, and its attached agencies, continue and are unhampered by the ongoing rescue effort. The President will be making further announcements concerning the Department at the proper time.



STATEMENT OF PRESIDENTIAL SPOKESPERSON EDWIN LACIERDA: ON THE CONTINUING VIGIL FOR THE RESCUE OF SECRETARY JESSE ROBREDO AND COMPANIONS

Released on August 20, 2012

The vigil for the rescue of Secretary Jesse Robredo and companions continues at the National Shrine of the Divine Child in La Salle Green Hills, Mandaluyong City. There will be a Mass at 5 p.m. and the vigil will continue after. As with previous days, the vigil is open to any member of the public who wishes to attend to express solidarity with the families of those still missing.

STATEMENT OF PRESIDENTIAL SPOKESPERSON EDWIN LACIERDA: ADVISORY ON THE CONTINUATION OF THE VIGIL FOR THE RESCUE OF SECRETARY ROBREDO AND COMPANIONS

Released on August 20, 2012

Tonight's vigil continues and there will be a Mass at 10 p.m. The vigil will then continue until 12:30 a.m.

The vigil resumes tomorrow at 10 a.m., with Mass celebrated at 11 a.m. and at 4 p.m. As always, the vigil at the National Shrine of the Divine Child in La Salle Green Hills, Mandaluyong City, will be open to the public. After the 4 p.m. Mass, the vigil will conclude.

There will also be a Mass at 5 p.m. at the Saint Peter Parish: Shrine of Leaders, Commonwealth Avenue, Quezon City. That Mass will also be open to the public.

Tomorrow is the 29th anniversary of the martyrdom of Ninoy Aquino. We invite the public to join the vigil, in memory of Ninoy and his faith in the Filipino and faith in God; and in hopeful solidarity with concerned citizens who remain hopeful of rescue for Secretary Jesse Robredo and his two companions.

STATEMENT OF SECRETARY EDWIN LACIERDA: ON MEMORANDUM CIRCULAR NO. 36

Released on August 21, 2012

Today, the Executive Secretary issued Memorandum Circular No. 36, creating a committee to take charge of the funeral arrangements and interment of the late Jesse M. Robredo, Secretary of the Interior and Local Government. This committee is composed of representatives from the DILG, Office of the Presidential Spokesperson, PCDSPO, Presidential Management Staff, Presidential Appointments Office, AFP, PNP, PSG, Office of Presidential Protocol, Malacañang Social Office, and the city government of Naga.

Executive Secretary Paquito Ochoa has assigned the PCDSPO to chair the meetings of the committee. Its task will be to make all the necessary arrangements for the official honors and state funeral for the late Jesse M. Robredo, in keeping with protocol, our laws, and the wishes of the bereaved family. The committee will, from time to time, be updating the public of arrangements through the Office of the Presidential Spokesperson as they are finalized and determined.

STATEMENT OF SECRETARY EDWIN LACIERDA: ON THE UNIFIED HASHTAG AND THE JESSE ROBREDO TRIBUTE PAGE

Released on August 21, 2012

On August 18, 2012, a plane carrying DILG Secretary Jesse Robredo crashed off the coast of Masbate. Three days later, the remains of Secretary Jesse and the two pilots were recovered. The nation is united in grief and gratitude to one of her finest and most honorable servant-leaders.

We invite everyone to pay tribute to the exemplary life and work of Secretary Jesse through testimonials and remembrances. In consultation with the media, we encourage our fellow citizens to use the unified hashtag #salamatjesse for their Twitter messages. We also invite all those who wish to share their thoughts, memories, and messages of sympathy for the Robredo family to please visit www.gov.ph/salamatjesse, which has been established by the Official Gazette in partnership with the DILG and Team Robredo.

STATEMENT OF PRESIDENTIAL SPOKESPERSON EDWIN LACIERDA: ON PROCLAMATION NO. 460, S. 2012, DECLARING NATIONAL DAYS OF MOURNING OVER THE PASSING OF SECRETARY JESSE M. ROBREDO

Released on August 21, 2012

Upon his return to Manila, President Benigno S. Aquino III signed Proclamation No. 460, s. 2012, which provides for the following:

1. August 21, until the day of the interment of the late Secretary Jesse M. Robredo are proclaimed National Days of Mourning.

2. As provided for by law, the national flag shall be lowered to half-mast from sunrise to sunset in all government buildings and installations in the Philippines and in our posts abroad, for a period of six days.

3. Furthermore, from today, August 21, 2012 until the date of internment, the national flag shall be lowered to half-mast in Malacañan Palace, the City of Naga, and in all offices and installations of the DILG, BFP, BJMP, LGA, NAPOLCOM, PNP and PPSC.

The Committee on Funeral Arrangements and Burial created by virtue of MC 36 s. 2012, shall issue bulletins through the Office of the Presidential Spokesperson, as arrangements are finalized in consultation with, and in accordance with the wishes of, the bereaved family of the late Secretary Jesse M. Robredo. This includes announcing when the six-day period of the national flag flying at half-mast nationwide will commence.

Let us allow the Robredo family time to grieve; let us refrain from engaging in any effort to pressure them as to any details concerning the funeral and accompanying ceremonies. These will be announced at the proper time.

Advisory from the Presidential Spokesperson: August 18, 2012

http://www.gov.ph/2012/08/18/advisory-from-the-presidential-spokesperson-august-18-2012/

On the search and rescue efforts for Secretary Jesse Robredo: August 18, 2012

http://www.gov.ph/2012/08/18/statement-the-presidential-spokesperson-on-the-search-and-rescue-efforts-for-secretary-jesse-robredo-august-18-2012/

Vigil for Secretary Jesse Robredo: August 18, 2012

http://www.gov.ph/2012/08/18/statement-the-presidential-spokesperson-on-the-vigil-for-secretary-jesse-robredo-august-18-2012/

Advisory on the continuing search and rescue operations for Sec. Robredo: August 19, 2012

http://www.gov.ph/2012/08/19/advisory-from-the-presidential-spokesperson-on-the-continuing-search-and-rescue-operations-for-sec-jesse-robredo-and-party-august-19-2012/

Statement on the continuing vigil for the rescue of Sec. Robredo: August 19, 2012

http://www.gov.ph/2012/08/19/statement-the-presidential-spokesperson-on-the-continuing-vigil-for-the-rescue-of-secretary-jesse-robredo-august-19-2012/

On the continuing vigil for the rescue of Sec. Robredo and companions: August 20, 2012

http://www.gov.ph/2012/08/20/statement-the-presidential-spokesperson-on-the-continuing-vigil-for-the-rescue-of-secretary-jesse-robredo-and-companions-august-20-2012/

On the operations and activities of the DILG: August 20, 2012

http://www.gov.ph/2012/08/20/statement-the-presidential-spokesperson-on-the-operations-and-activities-of-the-dilg-august-20-2012/

On the continuation of the vigil for the rescue of Sec. Robredo and companions: August 20, 2012

http://www.gov.ph/2012/08/20/advisory-on-the-continuation-of-the-vigil-for-the-rescue-of-secretary-robredo-and-companions-august-20-2012/

On the Jesse Robredo tribute page: August 21, 2012

http://www.gov.ph/2012/08/21/statement-the-presidential-spokesperson-on-the-jesse-robredo-tribute-page-august-21-2012/

On Memorandum Circular No. 36: August 21, 2012

http://www.gov.ph/2012/08/21/statement-the-presidential-spokesperson-on-memorandum-circular-no-36-august-21-2012/

On Proc. No. 460 declaring national days of mourning over the passing of Sec.Robredo: August 21, 2012

http://www.gov.ph/2012/08/21/statement-on-proclamation-no-460-declaring-national-days-of-mourning-over-the-passing-of-secretary-robredo-august-21-2012/

COMMITTEE BULLETINS

BULLETIN NO. 1 FROM THE COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

I. Schedule of public viewing of the remains of Secretary Robredo in Naga City

As Secretary of Communications Ramon A. Carandang announced in Naga City today, the following is the schedule for the public viewing of the remains of the late Secretary of the Interior and Local Government, Jesse M. Robredo:

August 21, 2012, Tuesday

- 11:00 p.m. to 12:00 a.m. – The remains of Secretary Robredo will be moved from Funeraria Imperial to the Archbishop's Palace, Naga City, at around 11 p.m.

August 22, 2012, Wednesday

- 9:00 a.m. to 10:00 a.m. – Mass
- 10:00 a.m. to 5:00 p.m. – wake
- 5:00 p.m. to 6:00 p.m. – Mass
- 6:00 p.m. onward – wake

August 23, 2012, Thursday

- 9:00 a.m. to 10:00 a.m. – Mass
- 10:00 a.m. to 5:00 p.m. – wake
- 5:00 p.m. to 6:00 p.m. – Mass
- 6:00 p.m. onward – wake

August 24, 2012, Friday

- 9:00 a.m. – Remains to be transported from Naga City to Malacañan Palace.

*Note: The wake is open to the public

II. Masses to be held in Metro Manila

The following is the tentative schedule of Masses to be held in honor of Secretary Robredo:

Philippine National Police Chapel, Camp Crame

- 6:30 a.m., 12:15 p.m., and 5:15 p.m., daily

National Police Commission Office, Makati

- 9:00 a.m., Wednesday

Department of the Interior and Local Government Central Office

- 8:00 a.m., Wednesday
- 12:00 nn, Thursday to Friday

Department of the Interior and Local Government Regional Offices

- Starts tomorrow morning; exact schedules to be published tomorrow

III. National flags will be flown at half-mast for six days starting tomorrow

In accordance with law, the President signed Proclamation No. 460, s. 2012, today, commencing the Days of National Mourning that will continue until the date of Secretary Robredo's interment.

The proclamation also states that "for a period of six (6) days, the national flag shall be flown at half-mast from sunrise to sunset in all government buildings and installations in the Philippines and in our posts abroad."

Today, the City of Naga, Malacañan Palace, the Department of the Interior and Local Government, its attached agencies, and the Philippine National Police have lowered the national flag to half-mast. However, in accordance with law, the six days that the national flag will be flown at half-mast nationwide begins tomorrow, August 22, 2012, as the proclamation was signed after sunset of August 21, 2012. All government offices are enjoined to comply.

Released on August 21, 2012

BULLETIN NO. 2 FROM THE COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

Today, all government offices flew their flags at half-mast by virtue of Proclamation No. 460, s. 2012, which declared the National Days of Mourning over the passing of Secretary Jesse M. Robredo from August 21, 2012 to the date of his interment.

Today is the second day of National Mourning for the late Secretary of the Interior and Local Government.

I. State funeral for the late Secretary of the Interior and Local Government

The President has offered, and the Robredo family has accepted, a state funeral for the late Secretary of the Interior and Local Government. A state funeral entails that all expenses be defrayed by the State in addition to fullest honors rendered to the deceased, including military honors.

At present, vigil guards from the Philippine National Police (PNP) are at the Archbishop's Palace in Naga City, where the remains of the Secretary will be until Friday, August 24, 2012. As announced yesterday, Secretary Robredo's remains will be brought to Malacañan Palace on Friday. The various uniformed services will be rendering honors as follows:

The PNP will render departure honors in Naga City and escort the remains from the Archbishop's Palace to the Pili (Naga) Airport.

Departure honors will be rendered by the PNP, prior to departure from Pili Airport en route to Villamor Airbase in Metro Manila.

Arrival honors at Villamor Airbase will be rendered by the Armed Forces of the Philippines (AFP).

The escort from Villamor Airbase to Malacañan Palace will be provided by the Presidential Security Group (PSG).

The PSG will render arrival honors, which will include a gun salute, in Malacañan Palace. The remains of Secretary Robredo will lie in state in Malacañan Palace starting Friday, August 24, 2012, where vigil guards will be provided by the PSG, until the morning of Sunday, August 26, 2012, when the PSG will render departure honors and solemnly escort the remains to Villamor Airbase.

The various uniformed services will be participating in the return of the remains to Naga City, as follows:

Departure honors at Villamor Airbase to be rendered by the AFP;
Arrival honors at Pili (Naga) Airport to be rendered by the PNP;
Escorting the remains from Pili (Naga) Airport to the Naga City Hall will be the PNP.
* Details on the activities in Naga City from Sunday to Tuesday will be announced at a later date.

The interment is scheduled for Tuesday, August 28, 2012. During the state funeral, the following honors will be rendered:

A band;
Funeral cortege;
Interment honors at the cemetery;
Gun salute;
Three-volley salute;
Playing of taps;
Handing of the national flag to the widow.

II. Opening of the Book of Condolence in Philippine Consulates and Embassies

As of today, the Department of the Foreign Affairs (DFA) has opened a Book of Condolence for the members of the Diplomatic Corps. The DFA has likewise instructed all Philippine Consulates and Embassies overseas to the same.

III. Tribute page and hashtag

Everyone is invited to pay tribute to the exemplary life and work of Secretary Jesse Robredo online through testimonials and remembrances. In consultation with the media, people are encouraged to use the unified hashtag #salamatjesse for their Twitter messages. We also invite all those who wish to share their thoughts, memories, and messages of sympathy for the Robredo family to please visit www.gov.ph/salamatjesse, which has been established by the Official Gazette in partnership with the DILG and Team Robredo.

Released on August 22, 2012

BULLETIN NO. 3 FROM THE COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

I. Schedule of Masses for Secretary Robredo in Naga City

Secretary Ramon A. Carandang announces that in addition to the 9 a.m. and 5 p.m. Masses previously announced, there will be an additional Mass at 12:00 noon at the Archbishop's Palace in Naga City today, August 23, 2012. On Friday, all Masses are cancelled because Secretary Robredo's remains will be brought to Manila at 9 a.m. However, there will be a 6:30 a.m. Mass on Friday in Naga City.

The revised schedule will be as follows:

August 23, 2012, Thursday

9:00 a.m. to 10:00 a.m. – Mass

10:00 a.m. to 12:00 noon – Wake

12:00 noon to 1:00 p.m. – Mass

1:00 p.m. to 5:00 p.m. – Wake

5:00 p.m. to 6:00 p.m. – Mass

6:00 p.m. onward – Wake

August 24, 2012, Friday

6:30 a.m. to 7:30 a.m. – Mass

9:00 a.m. – Remains to be transported from Naga City to Malacañan Palace

II. Media advisory

Atty. Leni Robredo, widow of Secretary Jesse M. Robredo, will be speaking to reporters tomorrow after the 9:00 a.m. Mass.

Released on August 23, 2012

BULLETIN NO. 4 FROM THE COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

The remains of the late Secretary Jesse Robredo will lie in state in Kalayaan Hall, Malacañan Palace

On Friday, August 24, 2012, the remains of the late Secretary Jesse M. Robredo will be brought to Kalayaan Hall, Malacañan Palace. A wake will be held there for two days before the remains are returned to Naga City.

A quarter century ago, President Corazon C. Aquino renamed the edifice, formerly known as Maharlika Hall, to "Kalayaan Hall" to commemorate the restoration of democracy in the Philippines. As part of the generation inspired to enter public service by the EDSA People Power Revolution, it is only fitting that the late Secretary lie in state in Kalayaan Hall, Malacañan Palace.

Kalayaan Hall is the oldest extant section of Malacañan Palace, having been built in the American Era. It is likewise one of the most intact pre-war buildings in the Philippines wherein Governors-General and, later on, Presidents of the Philippines prior to Martial Law held office. Situated amid sprawling grounds, it is most accessible to the public that would wish to pay final respects to the late Secretary.

The Committee shall be releasing further details in the next Bulletin.

Released on August 23, 2012

BULLETIN NO. 5 FROM THE COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

I. Schedule for ceremonies, memorial services, Masses, and state funeral for the late Secretary Jesse M. Robredo

On Friday, August 24, 2012, the remains of the late Secretary Jesse M. Robredo will be brought to Kalayaan Hall, Malacañan Palace, where the President will receive the family and the remains of the late Secretary.

The remains of Sec. Jesse M. Robredo will be lying in state in Kalayaan Hall until Sunday, when his remains will be brought back to Naga City.

During the public viewing, access for the public to Kalayaan Hall will be through Gate 7. For family and friends, access will be through Gate 6. For food and other donations, please send them to Gate 4.

The following is the schedule of the public viewing and ceremonial services from Friday to Tuesday:

FRIDAY (August 24, 2012)	
7:45 a.m.–9:00 a.m.	Transfer from Archbishop's Palace to Pili (Naga) Airport ▪ Departure honors will be rendered in the Archbishop's Palace by the Philippine National Police (PNP) ▪ Police host: Police Chief Superintendent Jose Arne de los Santos, Regional Director, PRO 5 ▪ Six honorary pallbearers to be designated by the family Route: San Francisco – Peñafrancia – San Felipe – Balatas – Cararayan – Del Rosario – Pili

9:00 a.m.–10:30 a.m.	Transfer from Pili (Naga) Airport to Villamor Airbase, Metro Manila ▪ Departure honors will be rendered at the Naga Airport by the PNP. ▪ Arrival honors will be rendered at Villamor Airbase by the Armed Forces of the Philippines (AFP). ▪ Military host: Gen. Jessie Dellosa, Chief of Staff, Armed Forces of the Philippines. ▪ Honorary pallbearers (6): ▪ Secretary Florencio B. Abad ▪ Secretary Manuel A. Roxas II ▪ Rep. Jun Abaya (Liberal Party) ▪ Harvey Keh (Kaya Natin Movement) ▪ Alice Murphy (urban poor groups) ▪ Joan dela Cruz (Chief of Staff of Secretary Jesse M. Robredo, DILG)
10:30 a.m.–11:00 a.m.	Transfer from Villamor Airbase to Malacañan Palace ▪ Arrival honors will be rendered at Villamor Airbase by the AFP. ▪ Escort will be provided by the Presidential Security Group (PSG) and the 250th Presidential Airlift Wing. ▪ Arrival honors in Malacañan Palace will be rendered by the PSG. Route: Villamor Airbase – Andrews Road – Airport Road – Roxas Boulevard – Padre Burgos Street – Finance Road – Ayala Boulevard – Ayala Bridge – Solano Street – Malacañan Palace
11:00 a.m.–12:00 n.n.	Reception ceremony with the President in Malacañan Palace ▪ The casket bearing the remains will be solemnly brought down from the hearse by the eight casket bearers (members of the PSG) and six honorary pallbearers. ▪ Thereafter, arrival honors led by the President will be rendered for the late Secretary. ▪ The six honorary pallbearers will be escorted to their respective positions. ▪ Military host: Col. Nestor Herico. ▪ After the arrival honors, the President will follow the six honorary pallbearers as the casket is brought to Kalayaan Hall where it will lie in state until Sunday morning.

1:00 p.m. – 3:00 p.m.	Memorial service sponsored by the Department of the Interior and Local Government (DILG), attached agencies, League of Provinces of the Philippines, League of Cities of the Philippines, League of Municipalities of the Philippines, and Liga ng mga Barangay.
3:15 p.m.–4:15 p.m.	Memorial service sponsored by urban poor groups.
4:30 p.m.–5:30 p.m.	Memorial service sponsored by Kaya Natin Movement.
6:00 p.m.–7:00 p.m.	Mass
7:00 p.m.–11:00 p.m.	Public viewing
SATURDAY (August 25, 2012)	
8:00 a.m.–5:00 p.m.	Public viewing
6:00 p.m.–7:00 p.m.	Public Mass
7:00 p.m.–8:00 p.m.	Memorial service sponsored by the Liberal Party of the Philippines.
8:15 p.m.–10:00 p.m.	Memorial service sponsored by fellow Cabinet members.
SUNDAY (August 26, 2012)	
6:00 a.m.–7:00 a.m.	Departure of the funeral hearse bearing the casket of the remains of Secretary Robredo from Malcañan Palace to Villamor Airbase. ▪ Departure honors to be rendered by the Presidential Security Group in Kalayaan Hall, Malacañan Palace, which will include a 19-gun salute. ▪ Departure honors to be rendered by the AFP in Villamor Airbase. ▪ Same honorary pallbearers as Friday Route: Malacañan Palace – J.P. Laurel Street – Nagtahan Bridge – Quirino Avenue – Osmeña Highway– Skyway – Villamor Airbase

	Departure from Villamor Airbase for Naga Airport ▪ Departure honors will be rendered by the AFP. Arrival at Pili (Naga) Airport ▪ Arrival honors at Naga Airport will be rendered by the PNP. ▪ Honorary pallbearers to be designated by the family. ▪ Escort from Pili (Naga) Airport to Naga City Hall will be provided by the PNP. Transfer from Pili (Naga) Airport to the Naga City Hall ▪ Arrival honors at the Naga City Hall will be rendered by the PNP. ▪ Honorary pallbearers to be designated by the family.
MONDAY (August 27, 2012)	
8:00 a.m.–10:00 a.m.	Departure of the casket bearing the remains of Secretary Robredo will be transferred from Naga City Hall to the Basilica Minore de Nuestra Señora de Peñafrancia. ▪ Departure honors will be rendered by the PNP in Naga City Hall. Route: City Hall – Miranda Avenue – Panganiban – Diversion – Tabuko – Gen. Luna St. – left to Abella – Bayawas Street – Sta. Cruz Proper – pass through back of Alfonso – Queborac – Basilica ▪ Arrival honors will be rendered by the PNP at the basilica. ▪ Honorary pallbearers to be designated by the family.
TUESDAY (August 28, 2012)	
10:00 a.m.	Funeral Mass
11:00 a.m.	Start of the state funeral Response of the family The President will deliver a eulogy for Secretary Robredo. The casket is brought out of the basilica by pallbearers, accompanied by the designated honorary pallbearers of the family; with accompanying departure honors and a 19-gun salute rendered by the AFP. The casket will be loaded onto the hearse, where the funeral cortege will proceed to the Funeraria Imperial with accompanying military band and the participation of the PNP. At the Funeraria Imperial, a three-volley salute, given by a company of 21 soldiers, followed by the playing of Taps, will take place. Following Taps, the national flag is taken off the casket, folded, and presented to the widow by the President. The presentation of the flag concludes the state funeral. The remains are then brought inside Funeraria Imperial for cremation. After the cremation, the PNP shall provide an escort for the family as they undertake the private interment of the ashes.

* A subsequent Bulletin shall be issued providing details on the ceremony and traditions of a state funeral.

II. Donations to charities in lieu of flowers

Atty. Leni Robredo requests the public that in lieu of flowers, a donation to her late husband's preferred charities be made. These are the following:

Physicians for Peace Philippines, Inc., particularly for their Walking Free and Resource Center for the Blind programs

Contact person: Dr. Josephine Robredo-Bundoc

Account details: BDO-Intramuros Branch #004508004757

Missionaries for the Poor

Contact person: Fr. Joseph M. Ssali, MOP

Account details: Metrobank, Naga, G. Luna Branch #4183418131358

Address: Heart of Mercy Monastery San Rafael, Cararayan, Naga City

Telephone number: (054) 475-4730 or 475-4754

Email: mopnaga@gmail.com

Project Jose (details to follow)

Those who still wish to send flowers to Malacañan Palace may send them to Gate 6 starting Friday, August 24, 2012.

Released on August 23, 2012

BULLETIN NO. 6 FROM THE COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

I. Ceremonial activities and protocol

Who is entitled to a state funeral?

The following are entitled to a state funeral:

- The President
- Former Presidents
- The Vice President
- Former Vice Presidents
- The Senate President
- The Speaker of the House

The above is based on the precedence observed by the Philippine government, which closely adheres to the protocol of the government of the United States.

Additionally, the following have the right to be given a state funeral by virtue of law:

- National Artists
- National Scientists

The President, in his capacity as head of state and commander in chief, has the prerogative of ordering a state funeral for any citizen who is deemed of sufficient stature to deserve such an honor.

The last state funeral was held on July 4, 2012 for the late National Scientist Perla Santos-Ocampo. The last state funeral for a former President was for the late President Diosdado Macapagal in 1997.

A state funeral involves the following:

1. Expenses for funeral services are defrayed by the state;
2. A Book of Condolence is opened for dignitaries in the Philippines and in foreign posts of the Philippines;
3. The term lying in state is used, which is a term used for public viewings during state funerals;
4. Arrival, departure, and final military honors are rendered.

Military honors involve the following elements

1. A flag-draped casket – the national flag is draped on the casket, which is later folded and presented by the President to the widow.
2. Vigil guard detail – two members of the uniformed service stand guard by the casket.
3. Firing detail
    - Cannon – a 19- gun salute, rendered to officials of Secretary rank
    - Musketry – a three-volley salute
4. Taps - a musical piece sounded during funerals involving the trumpet and bugle.

Honors in Naga and Villamor

Upon transportation of the remains of Secretary Robredo, the Philippine National Police will render honors in Pili (Naga) Airport prior to the departure of the casket. When the plane arrives in Villamor Airbase, honors will be rendered once again by the Armed Forces of the Philippines. (Please refer to Diagram A.)

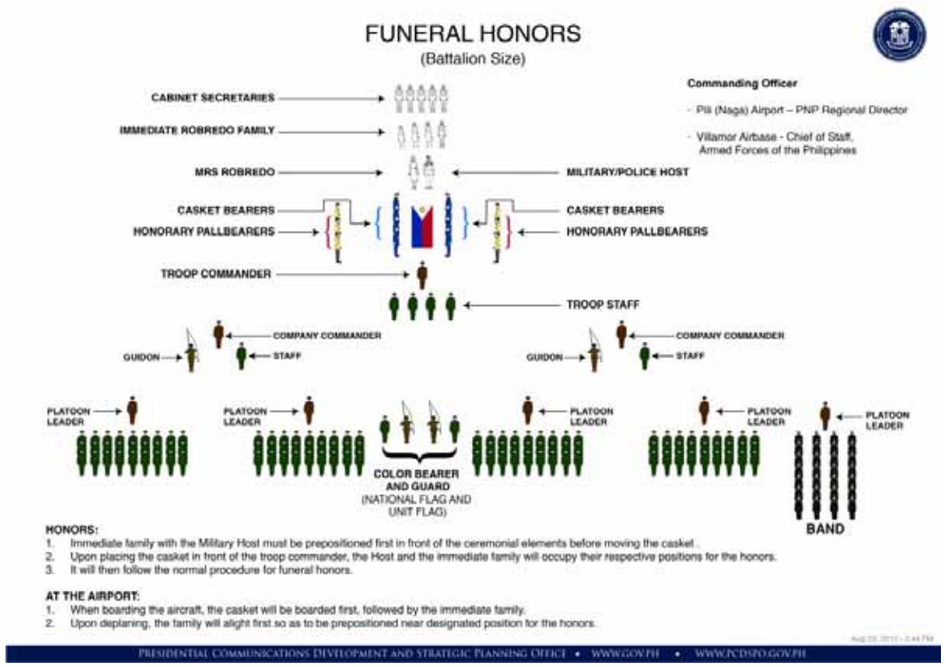


DIAGRAM A

Honors in Malacañan Palace

The remains of Secretary Robredo will lie in state in Kalayaan Hall, Malacañan Palace. This will be the first time that a wake will be held in Kalayaan Hall.

Traditionally, only the President and former Presidents have laid in state in Malacañan Palace, specifically in Rizal Hall. There have been cases though, when wakes have been held at Heroes Hall.

In Malacañan Palace, arrival honors are rendered by the Presidential Security Group.

II. Public Viewing

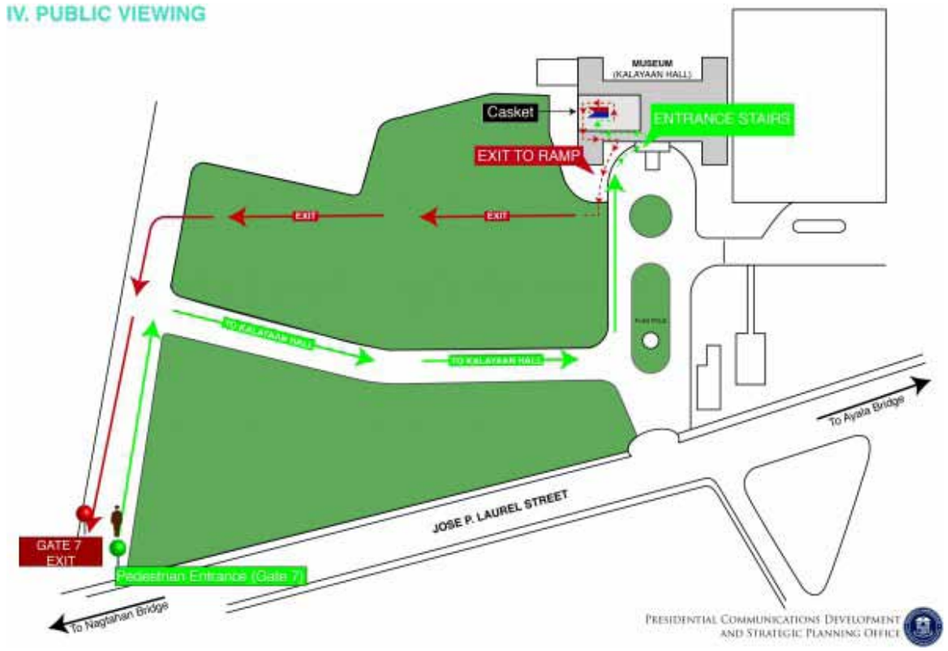


DIAGRAM B

Public viewing will start Friday, August 24, 2012, at 7:00 p.m. to 11:00 p.m. It will continue the next day, Saturday, August 25, 2012, at 8:00 a.m. to 5:00 p.m. Above is a diagram of the flow of public viewing.

III. Routes of the cortege



DIAGRAM C

Route of the cortege from the Archbishop's Palace to Pili (Naga) Airport: Elias Angeles Street – Peñafrancia Avenue – San Felipe Road – Balatas Road – Cararayan San Isidro Road – Del Rosario Cararayan Road – Pan Philippine Highway – Pili Airport. (Map courtesy of maps.google.com)

Diagram D: Route of the cortege from Villamor Airbase to Malacañan Palace: Villamor Airbase – Andrews Road – Airport Road – Roxas Boulevard – Padre Burgos Street – Finance Road – Ayala Boulevard – Ayala Bridge – Solano Street – Malacañan Palace. (Map courtesy of maps.google.com)



DIAGRAM E

Route from Malacañan to Villamor: Malacañan Palace – J.P. Laurel Street – Nagtahan Bridge – Quirino Avenue – Osmeña Highway – Skyway – Villamor Airbase.

(Map courtesy of maps.google.com)

Released on August 23, 2012

BULLETIN NO. 7 FROM THE COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

Earlier today, the casket bearing the remains of Secretary Jesse M. Robredo departed Naga City via chartered airplane en route to Metro Manila. Upon arrival at the Villamor Airbase in Pasay City, the President and members of his Cabinet escorted the remains to Malacañan Palace where military honors, including a 19-gun salute, were rendered to the late Secretary.

The late Secretary Robredo now lies in state in Kalayaan Hall, Malacañan Palace, where memorial services will be held from 1:00 p.m. to 5:30 p.m. A mass will follow at 6:00 p.m. and public viewing will ensue from 7:00 p.m. to 11:00 p.m.

During the public viewing, access for the public to Kalayaan Hall will be through Gate 7 of Malacañan Palace. For family and friends, access will be through Gate 6. For food and other donations, please send them to Gate 4.

The following is the schedule of the public viewing and ceremonial services from Friday to Saturday:

FRIDAY (August 24, 2012)	
1:00 p.m. – 3:00 p.m.	Memorial service sponsored by the Department of the Interior and Local Government (DILG), attached agencies and local government leagues
3:15 p.m. – 4:15 p.m.	Memorial service sponsored by urban poor groups
4:30 p.m. –5:30 p.m.	Memorial service sponsored by Kaya Natin Movement
6:00 p.m. –7:00 p.m.	Mass
7:00 p.m. –11:00 p.m.	Public viewing

SATURDAY (August 25, 2012)	
8:00 a.m. – 5:00 p.m.	Public viewing
6:00 p.m. –7:00 p.m.	Public Mass
7:00 p.m. – 8:00 p.m.	Memorial service sponsored by the Liberal Party of the Philippines
8:15 p.m. – 10:00 p.m.	Memorial service sponsored by fellow Cabinet members

BULLETIN NO. 8 FROM THE COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

Today, the President signed Proclamation No. 461, s. 2012, declaring a special (non-working) day in the City of Naga, Camarines Sur, on August 28, 2012.

Earlier, the City Government of Naga issued a resolution requesting the Office of the President to declare August 28, 2012, the day of Secretary Robredo's interment, a non-working day. This is to allow the people of Naga to participate in the state funeral and pay their last respects to their beloved former mayor and Secretary of the Interior.

At 10:00 a.m. on Tuesday, August 28, 2012, the funeral Mass for the late Secretary Robredo will take place in the Basilica Minore de Nuestra Señora de Peñafrancia. This will be followed by the rendering of full military honors at 11:00 a.m. and by the conclusion of the state funeral at Funeraria Imperial, where the remains of the late Secretary will be cremated.

Released on August 24, 2012

BULLETIN NO. 9 FROM THE COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

On Sunday, August 26, 2012, the remains of Secretary Jesse M. Robredo will be brought back to the City of Naga. The following is the updated schedule for the transfer and necrological services for August 26.

5:30 a.m. – 6:30 a.m.

Mass celebrated by His Excellency Luis Antonio Tagle, Archbishop of Manila

6:30 a.m. – 7:00 a.m.

Breakfast for the family

Closed for viewing. The family may have time for reflection and preparation. TV coverage of the Presidential Broadcast Studio will stop at 6:30 and resume only for the departure honors.

7:00 a.m. – 7:20 a.m.

Departure honors will be rendered by the Presidential Security Group

- The President will arrive at Kalayaan Hall at 6:55 a.m.
- The same military casket bearers and honorary pallbearers during arrival at Malacañang will assist in the ceremonies.

7:25 a.m.

Departure of the funeral hearse bearing the casket of the remains of Secretary Robredo from Malacañan Palace to Villamor Airbase.

*The Presidential Airlift Wing will provide an aerial escort from Nagtahan to Villamor.

Route: J.P. Laurel – Nagtahan – Quirino – Skyway – Villamor

7:55 a.m.

Arrival at Villamor Airbase

7:55 a.m. – 8:15 a.m.

Departure honors will be rendered by the AFP

8:20 a.m.

Departure from Villamor Airbase for Naga Airport

9:20 a.m. – 9:40 a.m.

Arrival at Naga Airport

- Arrival honors at Naga Airport will be rendered by the PNP.
- Honorary pallbearers to be designated by the family.
- Escort from Naga Airport to Naga City Hall will be provided by the PNP.

9:40 a.m.–10:10 a.m.

Departure from Naga Airport for Naga City Hall

Route: Pili Airport – National Highway – Concepcion Grande – Concepcion Pequeña – Panganiban – Blumentritt – Dayangdang – del Pilar – Bulusan- Taal – J Miranda – City Hall

10:20 a.m.

Arrival of the casket bearing the remains of Secretary Robredo at the Naga City Hall.

10:30 a.m. – 10:45 a.m.

Arrival honors at the Naga City Hall will be rendered by PNP.

10:45 a.m. – 11:00 a.m.

Liturgical Ceremony

- Honorary pallbearers to be designated by the family.

11:00 a.m. – 12:00 p.m.

Mass

- Atty. Leni Robredo and Ms. Aika Robredo will participate in the offertory.
- No public viewing during the mass

12:00 p.m. – 12:30 p.m.

Reading of MNDC Resolution of Condolences by Miss Sieflinde B. Bulaong, MNDC

12:30 p.m. – 2:00 p.m.

Break

2:00 p.m. – 3:00 p.m.

Necrological service by the Camarines Sur/Naga pastors and ministry leaders

3:00 p.m. – 5:00 p.m.

Public viewing and vigil

5:00 p.m. – 6:00 p.m.

Mass

Celebrant: Rev. Fr. Edgardo F. Adversario

Sponsored by: City Government of Naga/ Liga ng mga Barangay/ KSBK ng Naga/ NGOs and POs

6:00 p.m. – 7:00 p.m.

Break/preparations for the necrological service

7:00 p.m. – 9:00 p.m.

Necrological service

Invocation/doxology: UNC Glee Club

Song: UNC Glee Club

Eulogies

- Hon. Gabriel H. Bordado Jr., City Vice Mayor for the Sangguniang Panlungsod
- Mrs. Socorro Felix, Lakas ng Kababaihan
- Rev. Msgr. J. Nelson Tria, PC, Naga City People's Council
- Kgd. Tita Orete, Barangay People's Council

Special number

- Hon. Salvador M. del Castillo, Executive Director of Finance, Bureau of Local Government Finance
- Hon. James Jacob, Chairman, LTFRB
- Hon. Esteban R. Abonal, Senior Citizen and long time friend and city councilor
- Mr. Adolfo L. Olivan, Filipino-Chinese Community
- Hon. Elmer Baldemoro, Liga ng mga Barangay sa Pilipinas

Note: Ms. Tricia Robredo will respond for the family.

9:00 p.m. – 12:00 a.m.

Public viewing and vigil

Released on August 25, 2012

BULLETIN NO. 10 FROM THE COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

The following is the schedule for the public viewing, ceremonies, and transfer of the remains of Secretary Jesse M. Robredo from Naga City Hall to the Basilica Minore de Nuestra Señora de Peñafrancia in Naga City, Monday, August 27, 2012.

12:00 a.m. – 7:00 a.m.

Public viewing and vigil

8:00 a.m. – 10:00 a.m.

Transfer of the remains of Secretary Robredo from Naga City Hall to the Basilica Minore.

- Honorary pallbearers to be designated by the family.
- Departure honors will be rendered by the Philippine National Police (PNP) at the Naga City Hall.
- Arrival honors will be rendered by the PNP at the Basilica.

Route: Miranda Ave. – left Panganiban – Rotonda – right Roxas Ave. (Diversion) – Tabuco Bridge – Gen. Luna – left Abella – right J.P. Rizal – right Queborac – M.T. Villanueva – Magsaysay Bridge – left Balatas.

10:00 a.m. – 5:00 p.m.

Public viewing and vigil

5:00 p.m. – 6:00 p.m.

Mass of the whole archdiocese

Main celebrant: His Excellency Leonardo Zamora Legaspi, OP, Archbishop of Nueva Caceres

6:00 p.m. – 12:00 a.m.

Public viewing and vigil

Released on August 26, 2012

BULLETIN NO. 11 FROM THE COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

Today, August 27, 2012, the casket bearing the remains of the late Secretary Jesse M. Robredo departed Naga City Hall for the Basilica Minore de Nuestra Señora de Peñafrancia. Departure honors were rendered by the Philippine National Police (PNP) at City Hall. The funeral cortege went around Naga City en route to the basilica where the PNP rendered arrival honors.

Public viewing and vigil is ongoing until 5:00 p.m. when a Pontifical High Mass will be officiated by His Excellency Leonardo Zamora Legazpi, OP, Archbishop of Nueva Caceres. After the Mass, public viewing and vigil will resume, until 8 a.m. tomorrow, August 28.

August 28, 2012, is the eighth and final day of National Mourning for the late Secretary Robredo by virtue of Proclamation No. 460, s. 2012.

After the concelebrated Requiem Mass, the President will confer on Secretary Robredo the Philippine Legion of Honor with the rank of Chief Commander. The Philippine Legion of Honor is considered the highest award the President can bestow without the need for approval of Congress. Secretary Robredo is being conferred the Philippine Legion of Honor for life achievement as Secretary of the Interior and as Mayor of Naga City.
The late Secretary Robredo will then be honored with a state funeral, after which his remains will be cremated in Funeraria Imperial, Naga City.

The following is the schedule for the final public viewing, the conferment of the Philippine Legion of Honor, and the state funeral.

12:00 a.m. – 7:00 a.m.[1]

Public viewing and vigil at the Basilica Minore de Nuestra Señora de Peñafrancia

7:00 a.m. – 10:00 a.m.

Preparations for the concelebrated Requiem Mass

10:00 a.m. – 11:00 a.m.

Concelebrated Requiem Mass

11:00 a.m.

Conferment by the President of the Philippine Legion of Honor with the rank of Chief Commander (posthumous) on Secretary Jesse M. Robredo.

Ceremony:

- The citation will be read by Secretary of Budget and Management Florencio B. Abad.
- The insignia will be presented by the President to Atty. Leni Robredo, widow of the late Secretary.
- Atty. Leni Robredo or a member of the family will give a response.
- The President will deliver a eulogy for Secretary Robredo, after which the casket will be brought out of the basilica by casket bearers from the Philippine National Police (PNP) and the Armed Forces of the Philippines (AFP), accompanied by members of the Cabinet as the designated honorary pallbearers of the family.

After the conferment ceremonies, Secretary Robredo's remains will be transported to the Funeraria Imperial for the state funeral. The ceremonies will go as such:

- Departure honors and a 19-gun salute will be rendered by the AFP while the national anthem is played at the basilica.
- The casket will be loaded onto the hearse, after which the funeral cortege will proceed to Funeraria Imperial.
- A PNP band and four platoons (from the PNP and the three service branches of the Armed Forces of the Philippines) will accompany the funeral cortege, preceding the hearse.
- Alongside the hearse will be members of the Cabinet on foot serving as the honorary pallbearers.
- Following the hearse will be the President, Mrs. Robredo, and her children; followed by the late Secretary's brother and sister; with other relatives, government officials, and other attendees, following, respectively. The distance to be covered by the funeral cortege is 750 meters, with an estimated marching time of 40 minutes.
- At the crematorium, a three-volley salute will be rendered by the PNP.
- It will be followed by the playing of taps rendered by the AFP.
- After playing of taps, the national flag will be taken off the casket and folded by the PNP-AFP casket bearers, after which the casket bearers will hand over the flag to the President; the President shall then present the folded national flag to Atty. Leni Robredo. The presentation of the flag will conclude the state funeral.

Released on August 27, 2012

Footnote

[1] Updated from 8:00 a.m. as per this special advisory.

BULLETIN NO. 12 FROM THE COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

Tuesday, August 28, 2012, marks the last day of National Mourning for the late Secretary of the Interior and Local Government Jesse M. Robredo per Proclamation No. 461, s. 2012.

At 10:00 a.m., a Concelebrated Requiem Mass will be officiated by Fr. Manuel Nicolas, SDB, and Fr. Kulandairaj Ambrose of the Missionaries of the Poor (MOP).

The Concelebrated Requiem Mass will be followed by the conferment of the Philippine Legion of Honor (posthumous) on the late Secretary, and then followed by the eulogy of the President. After this, the State Funeral proper begins.

The casket bearing the remains of Secretary Robredo will be escorted from the Basilica Minore de Nuestra Señora de Peñafrancia to the Funeraria Imperial. The Armed Forces of the Philippines and the Philippine National Police will render departure and arrival honors.

Music for the funeral cortege will be rendered by the PNP Band with the following playlist:

1. *In Memoriam* by Antonino Buenaventura
2. *Funeral March* by Frederic Chopin
3. *Himlayan* by Lucio San Pedro
4. *Nearer My God to Thee* by Lowell Mason

There will be eight honorary pallbearers who will escort the casket bearing the remains of Secretary Robredo:

1. Secretary of Justice Leila M. De Lima
2. Secretary of Public Works Rogelio Singson
3. Secretary of Social Welfare and Development Corazon Juliano-Soliman
4. Secretary of Energy Rene Almendras
5. Presidential Spokesperson Edwin Lacierda
6. Presidential Adviser on the Peace Process Teresita Quintos-Deles
7. Chairman of the Metro Manila Development Authority Francis Tolentino
8. Chairperson of the Mindanao Development Authority Luwalhati R. Antonino

Released on August 28, 2012



SPECIAL URGENT BULLETIN FROM THE COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

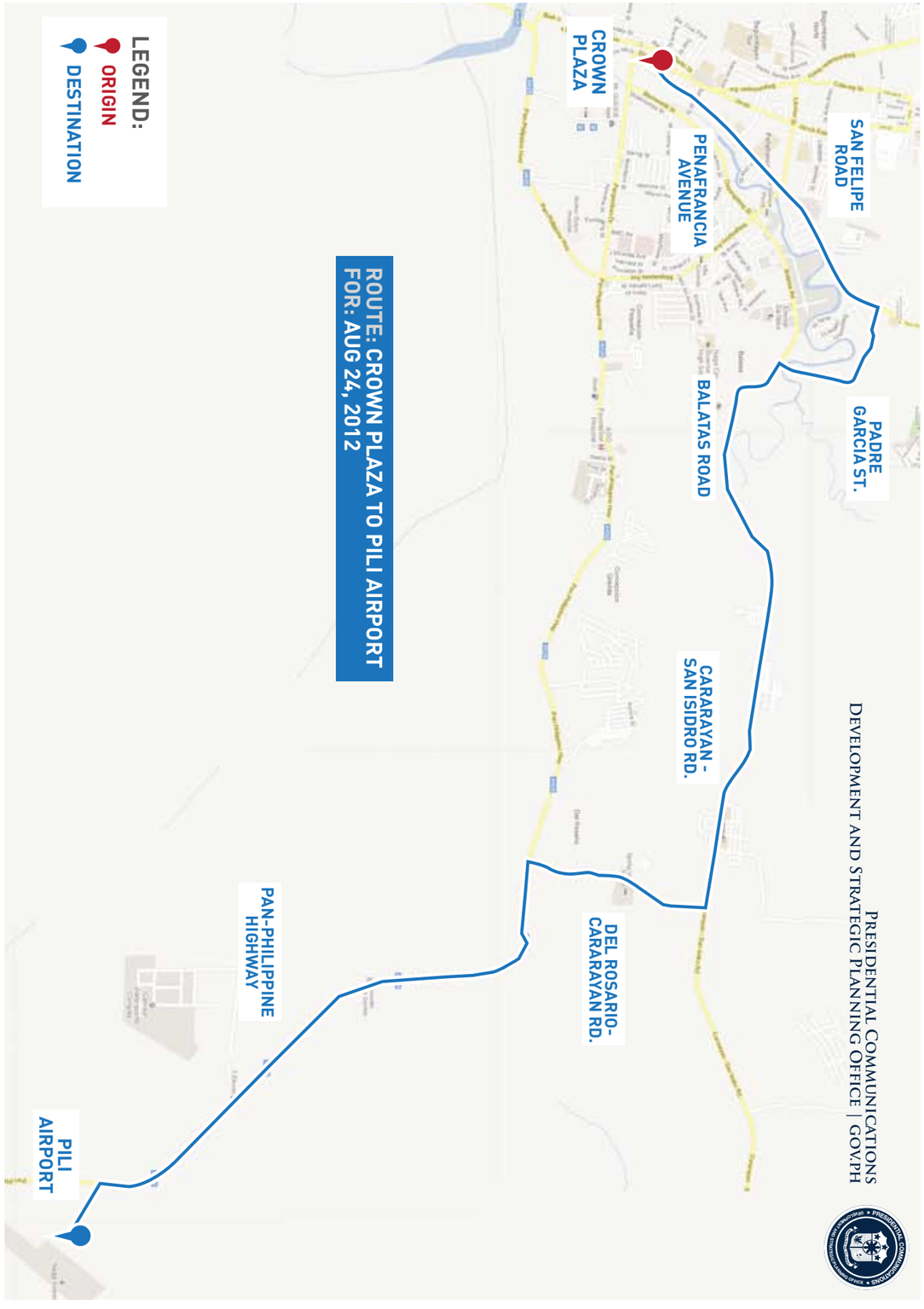
Advisory on the proceedings for the funeral procession at Naga City tomorrow, August 28, 2012.

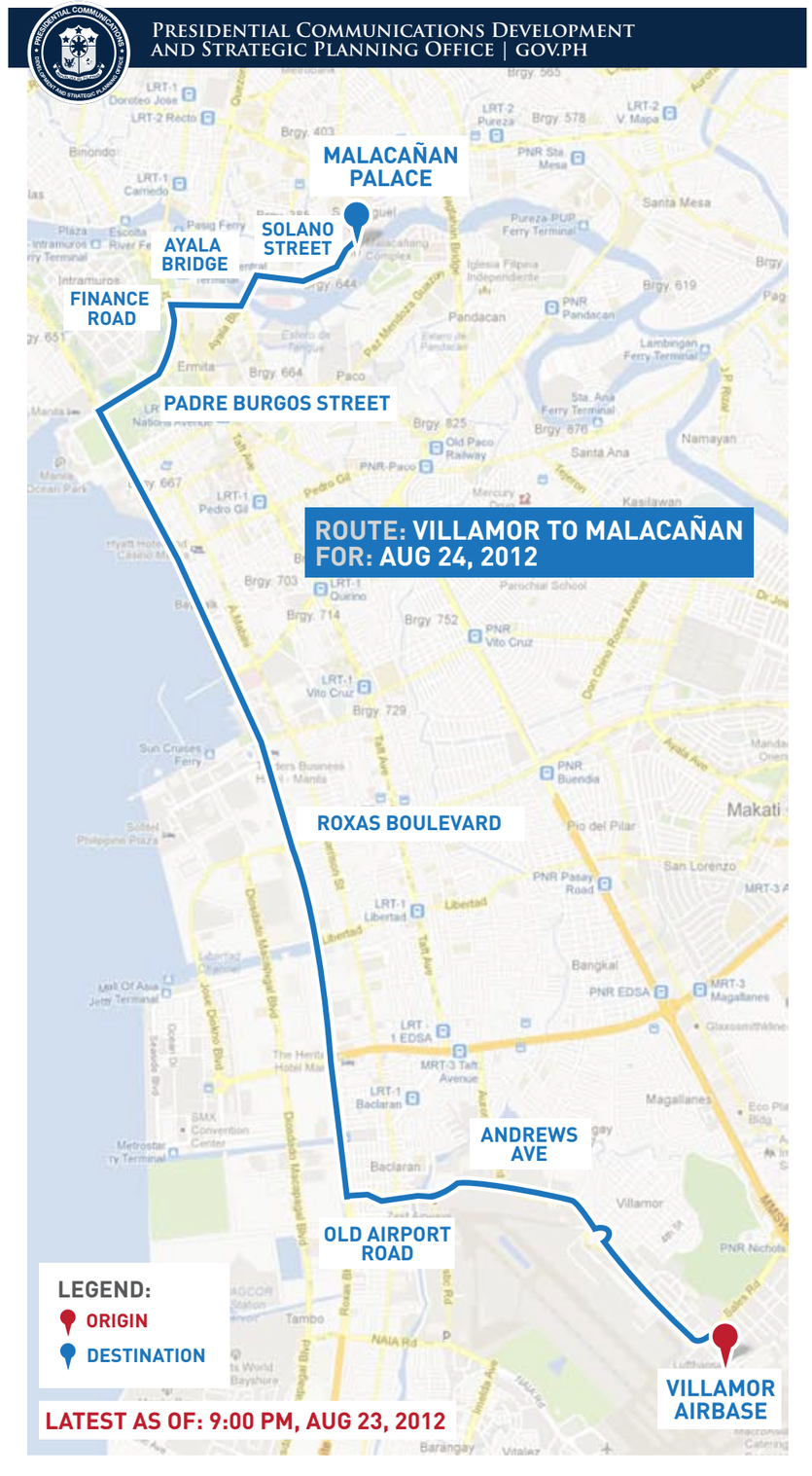
1. For those joining the procession tomorrow, please note that the crematorium is not open to the public. You may, however, proceed to Eternal Gardens, where an area is allotted for those who may want to view Secretary Robredo's tomb.

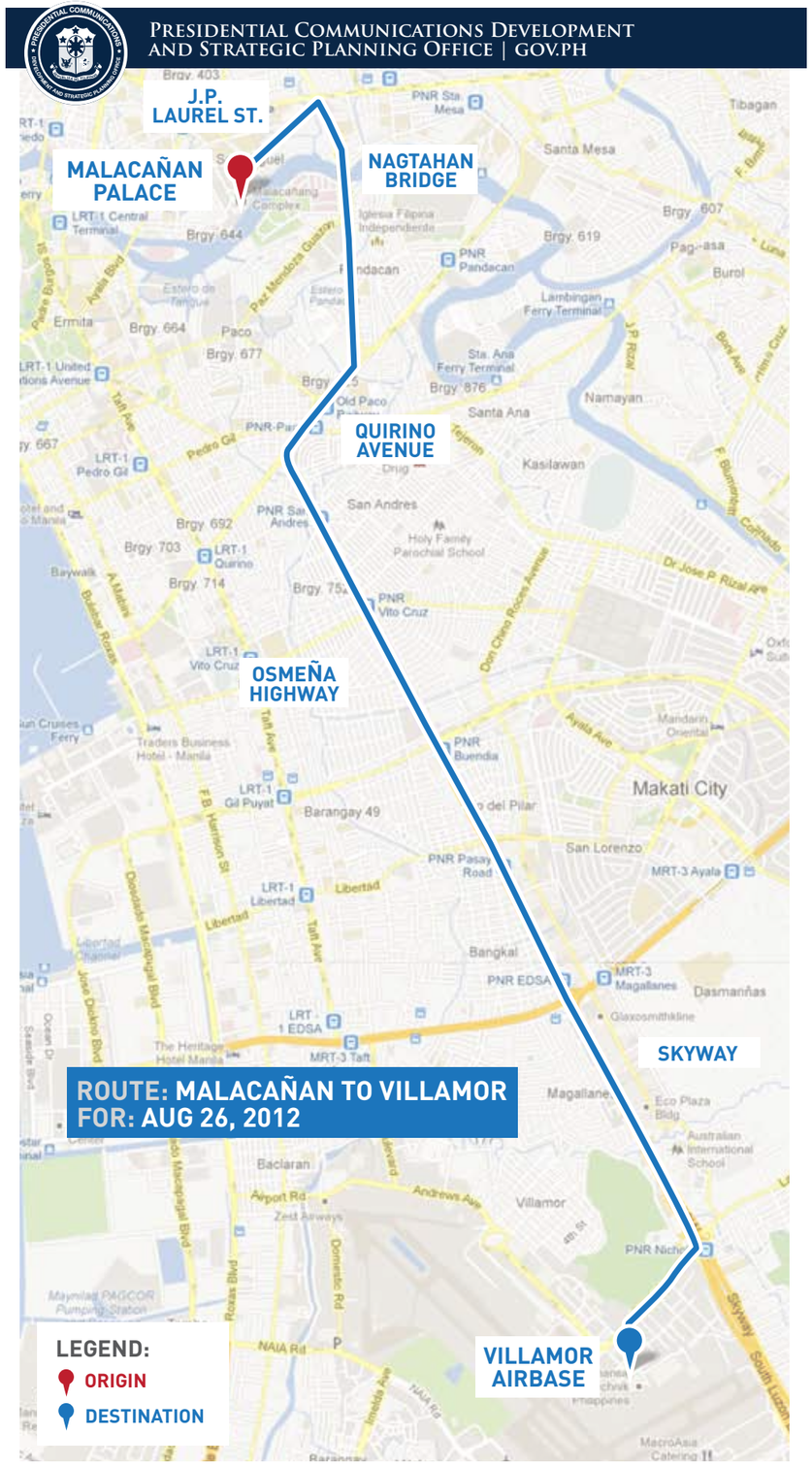
2. Public viewing is now until 7:00 a.m. tomorrow. Assembly time at the church is 9:00 a.m. for the Cabinet and other guests.

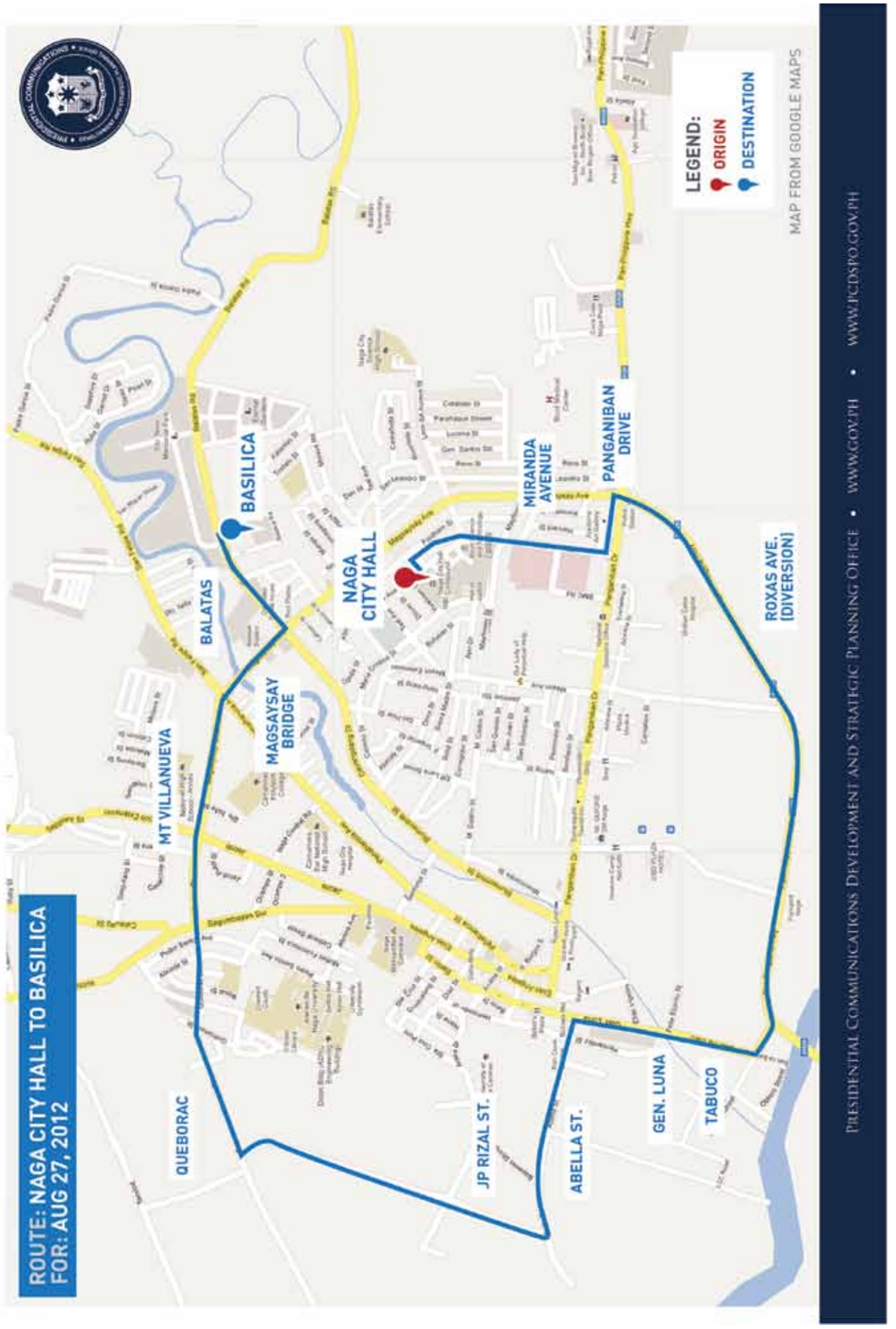
For more details on the schedule and proceedings, please read Bulletin No. 11.

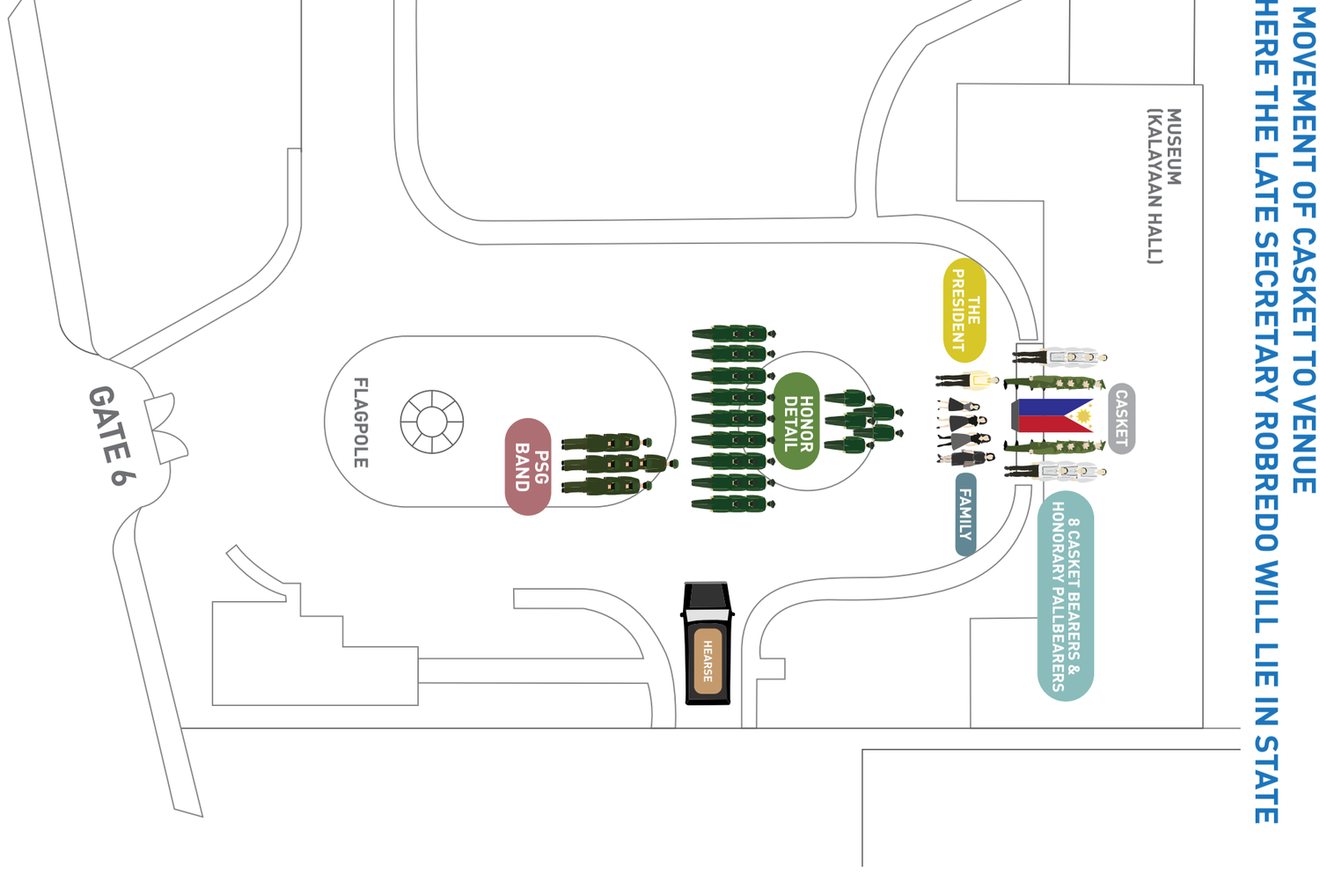
DIAGRAMS


LEGEND:
ORIGIN
DESTINATION
ROUTE: CROWN PLAZA TO PILI AIRPORT
FOR: AUG 24, 2012
CROWN PLAZA
SAN FELIPE ROAD
PENAFRANCIA AVENUE
BALATAS ROAD
PADRE GARCIA ST.
CARARAYAN - SAN ISIDRO RD.
DEL ROSARIO-CARARAYAN RD.
PAN-PHILIPPINE HIGHWAY
PILI AIRPORT
PRESIDENTIAL COMMUNICATIONS DEVELOPMENT AND STRATEGIC PLANNING OFFICE | GOV.PH


PRESIDENTIAL COMMUNICATIONS DEVELOPMENT AND STRATEGIC PLANNING OFFICE | GOV.PH
MALACAÑAN PALACE
SOLANO STREET
AYALA BRIDGE
FINANCE ROAD
PADRE BURGOS STREET
ROUTE: VILLAMOR TO MALACAÑAN
FOR: AUG 24, 2012
ROXAS BOULEVARD
ANDREWS AVE
OLD AIRPORT ROAD
VILLAMOR AIRBASE
LEGEND:
ORIGIN
DESTINATION
LATEST AS OF: 9:00 PM, AUG 23, 2012


J.P. LAUREL ST.
MALACAÑAN PALACE
NAGTAHAN BRIDGE
QUIRINO AVENUE
OSMEÑA HIGHWAY
SKYWAY
VILLAMOR AIRBASE
ROUTE: MALACAÑAN TO VILLAMOR
FOR: AUG 26, 2012
LEGEND:
ORIGIN
DESTINATION


LEGEND:
ORIGIN
DESTINATION
MAP FROM GOOGLE MAPS
BASILICA
NAGA CITY HALL
BALATAS
MIRANDA AVENUE
PANGANIBAN DRIVE
ROXAS AVE. (DIVERSION)
MAGSAYSAY BRIDGE
MT VILLANUEVA
QUEBORAC
JP RIZAL ST.
ABELLA ST.
GEN. LUNA
TABUCO
ROUTE: NAGA CITY HALL TO BASILICA
FOR: AUG 27, 2012
PRESIDENTIAL COMMUNICATIONS DEVELOPMENT AND STRATEGIC PLANNING OFFICE • WWW.GOV.PH • WWW.PCDSPO.GOV.PH

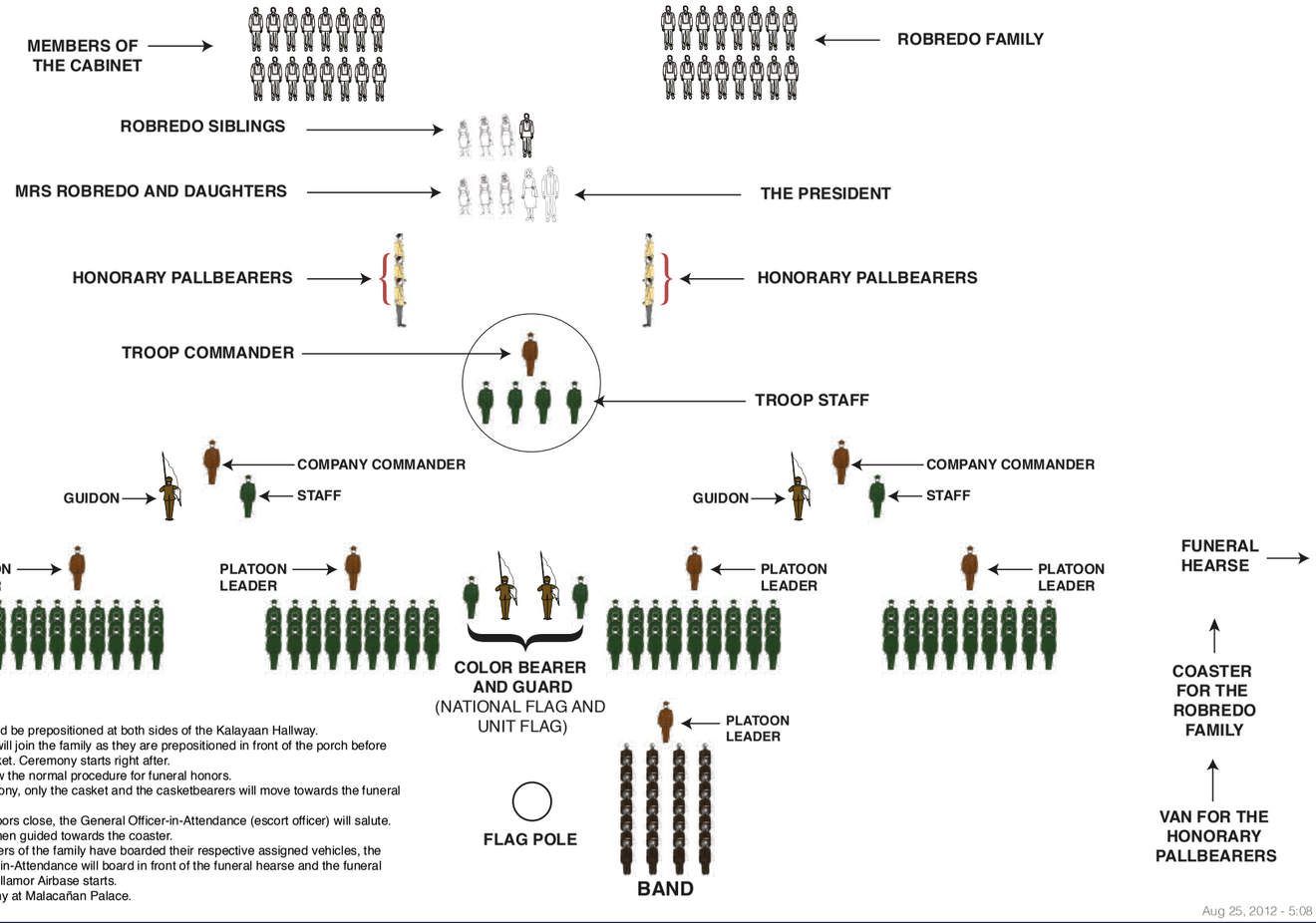


1

26 August, Sunday
7:00am
STAGE 1

FUNERAL HONORS: DEPARTURE

KALAYAAN HALL, MALACAÑAN PALACE



HONORS:

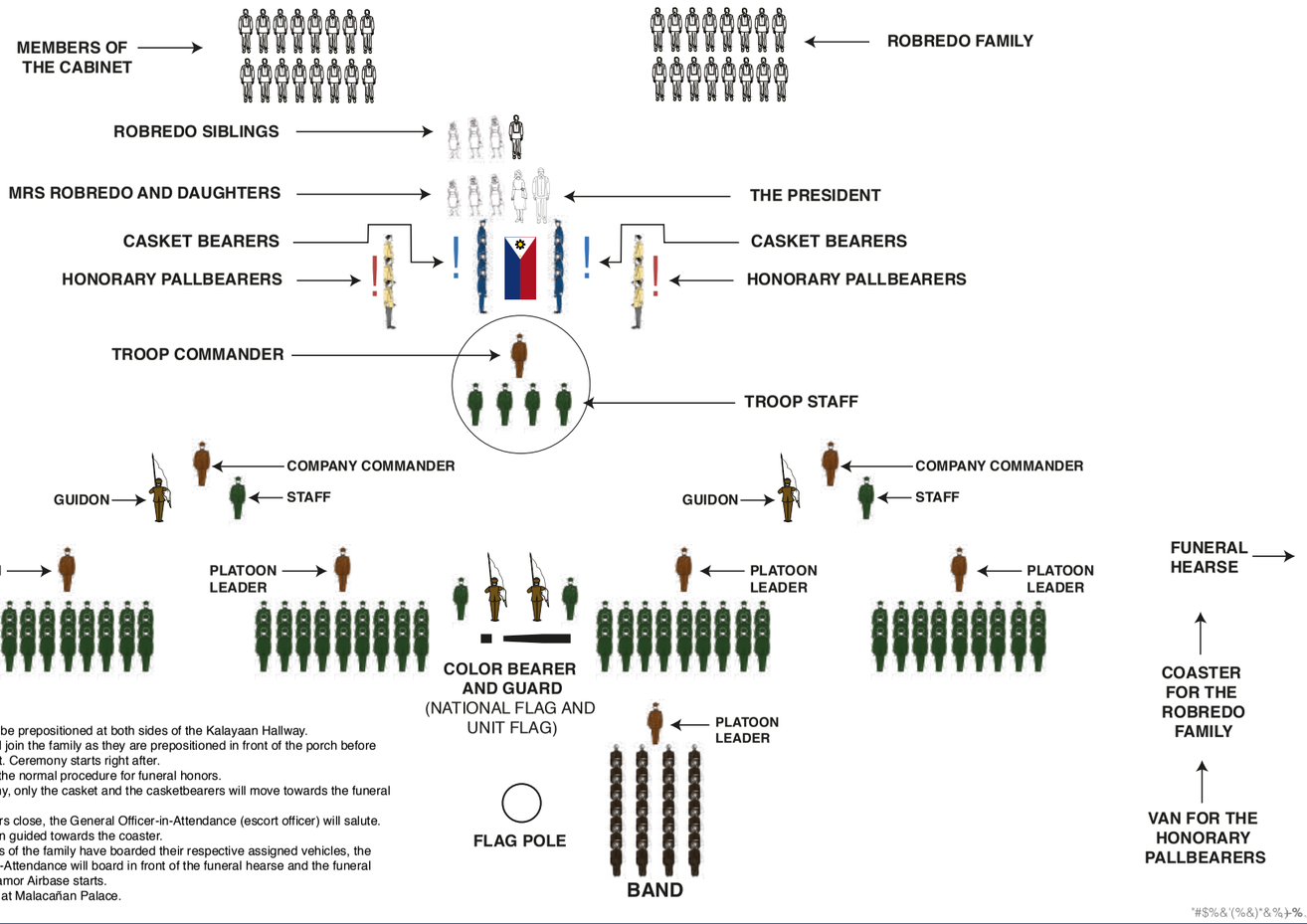
1. All guests should be prepositioned at both sides of the Kalayaan Hallway.
2. The President will join the family as they are prepositioned in front of the porch before moving the casket. Ceremony starts right after.
3. It will then follow the normal procedure for funeral honors.
4. After the ceremony, only the casket and the casketbearers will move towards the funeral hearse.
5. Upon hearse doors close, the General Officer-in-Attendance (escort officer) will salute.
6. Family will be then guided towards the coaster.
7. Once all members of the family have boarded their respective assigned vehicles, the General Officer-in-Attendance will board in front of the funeral hearse and the funeral procession to Villamor Airbase starts.
8. End of ceremony at Malacañan Palace.

Aug 25, 2012 - 5:08 PM

②
26 August, Sunday
7:10am
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FUNERAL HONORS: DEPARTURE

KALAYAAN HALL, MALACAÑAN PALACE



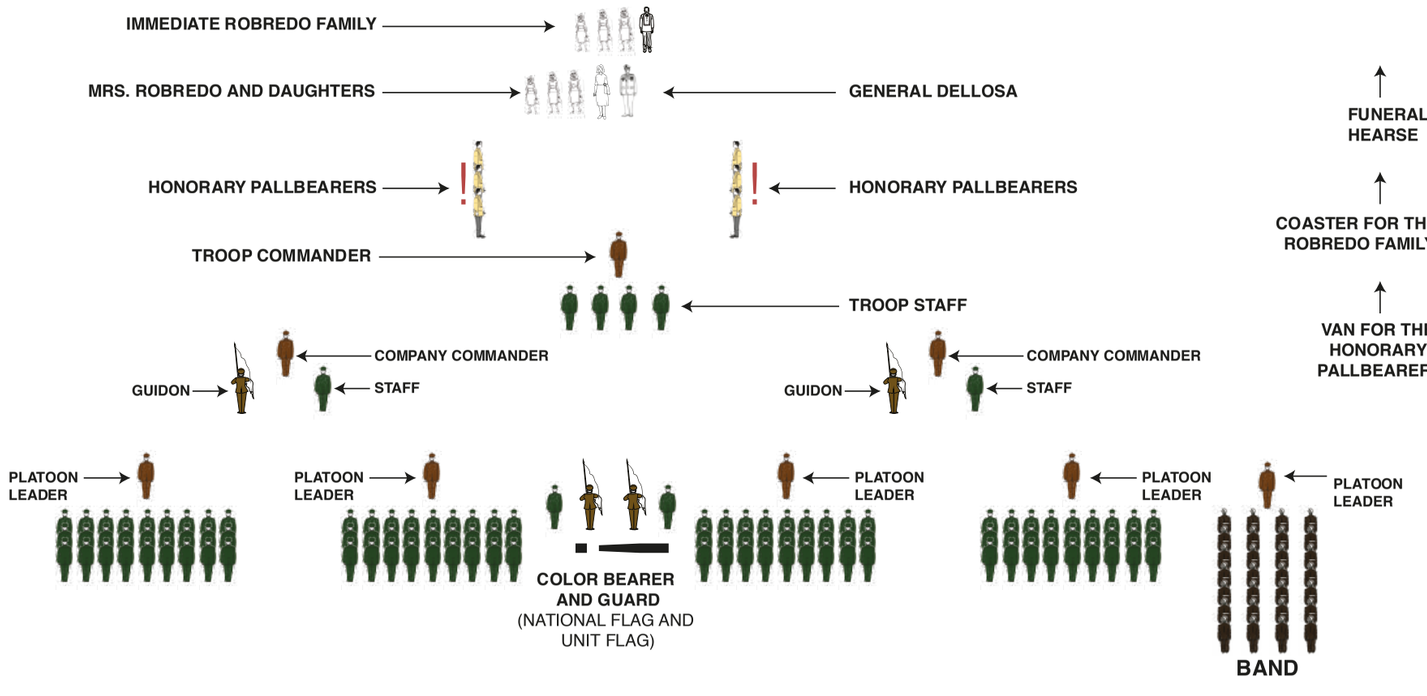
HONORS:
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7. Once all members of the family have boarded their respective assigned vehicles, the General Officer-in-Attendance will board in front of the funeral hearse and the funeral procession to Villamor Airbase starts.
8. End of ceremony at Malacañan Palace.

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③
26 August, Sunday
7:55am
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FUNERAL HONORS: DEPARTURE

VILLAMOR AIRBASE

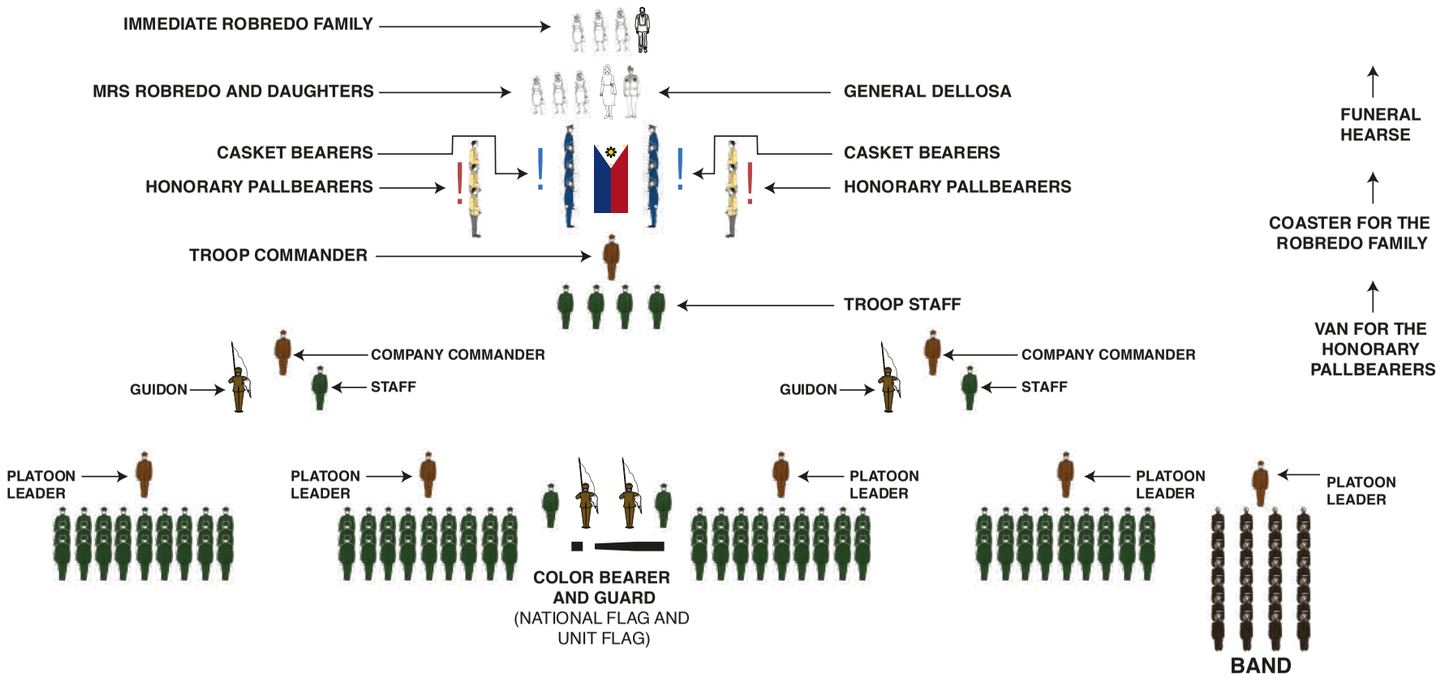


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④

26 August, Sunday
8:10am
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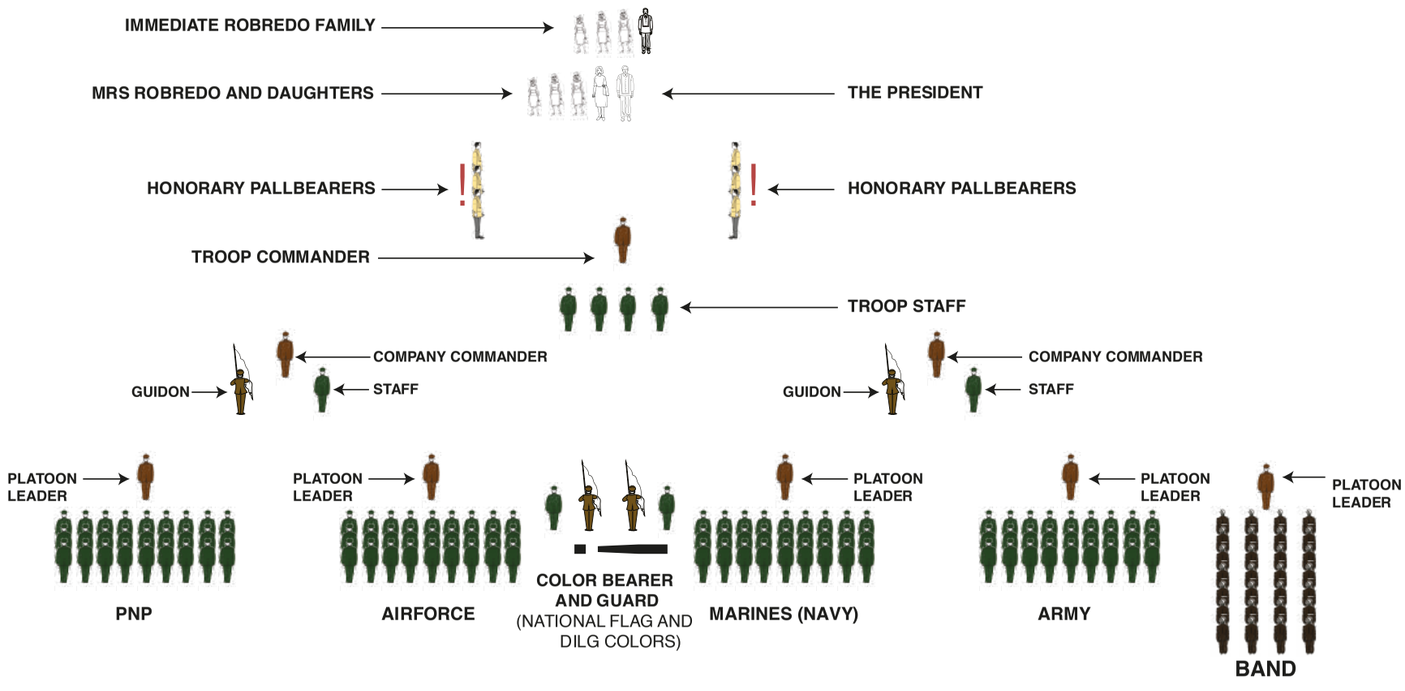
FUNERAL HONORS: DEPARTURE
VILLAMOR AIRBASE



⑤

28 August, Tuesday
11:20am
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STATE FUNERAL
BASILICA MINORE DE NUESTRA SEÑORA DE PEÑAFRANCIA

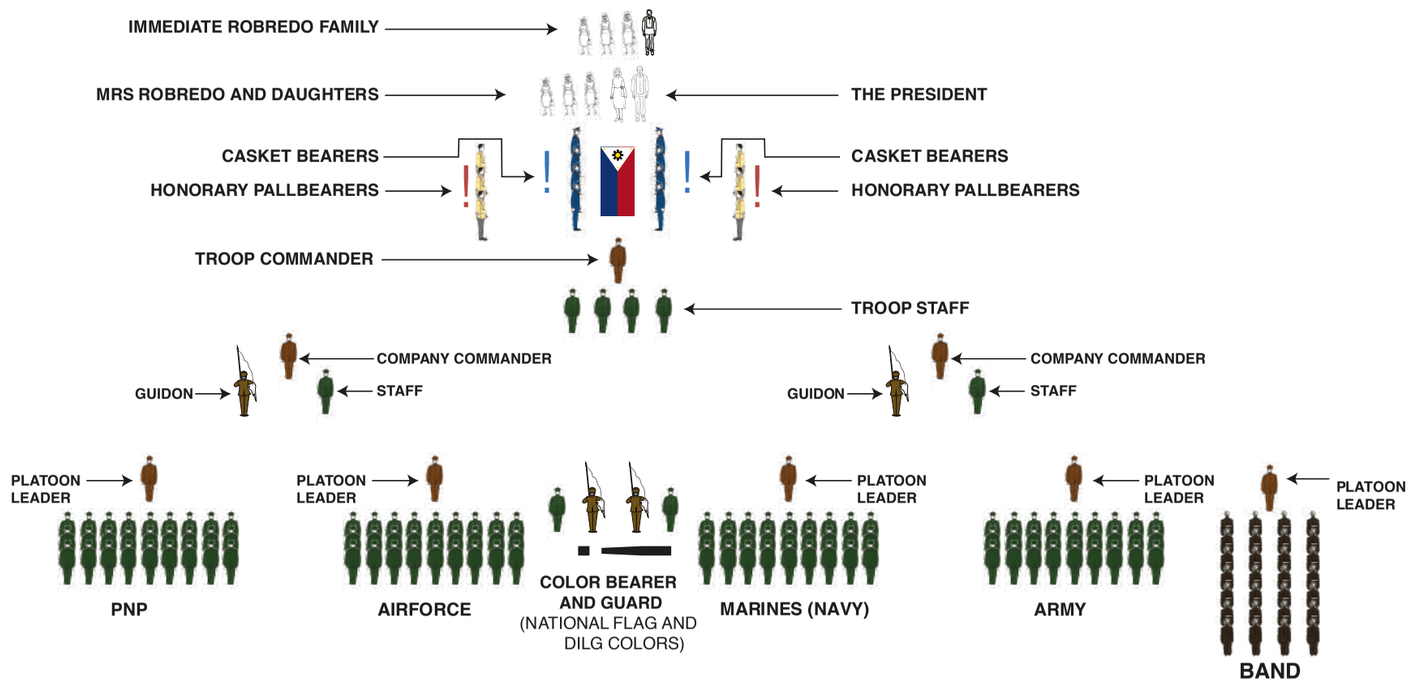


⑥

28 August, Tuesday
11:25am
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STATE FUNERAL

BASILICA MINORE DE NUESTRA SEÑORA
DE PEÑAFRANCIA

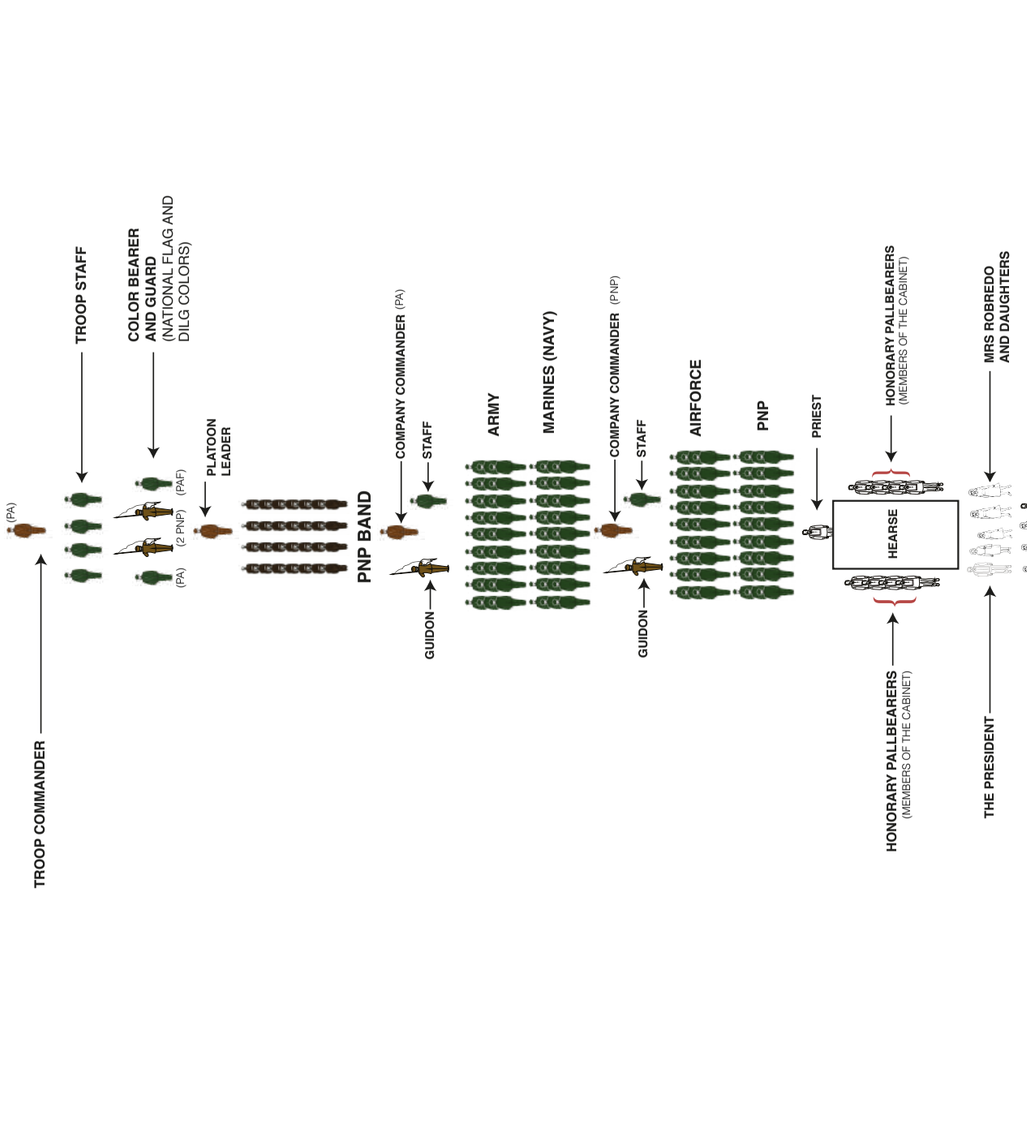


⑦

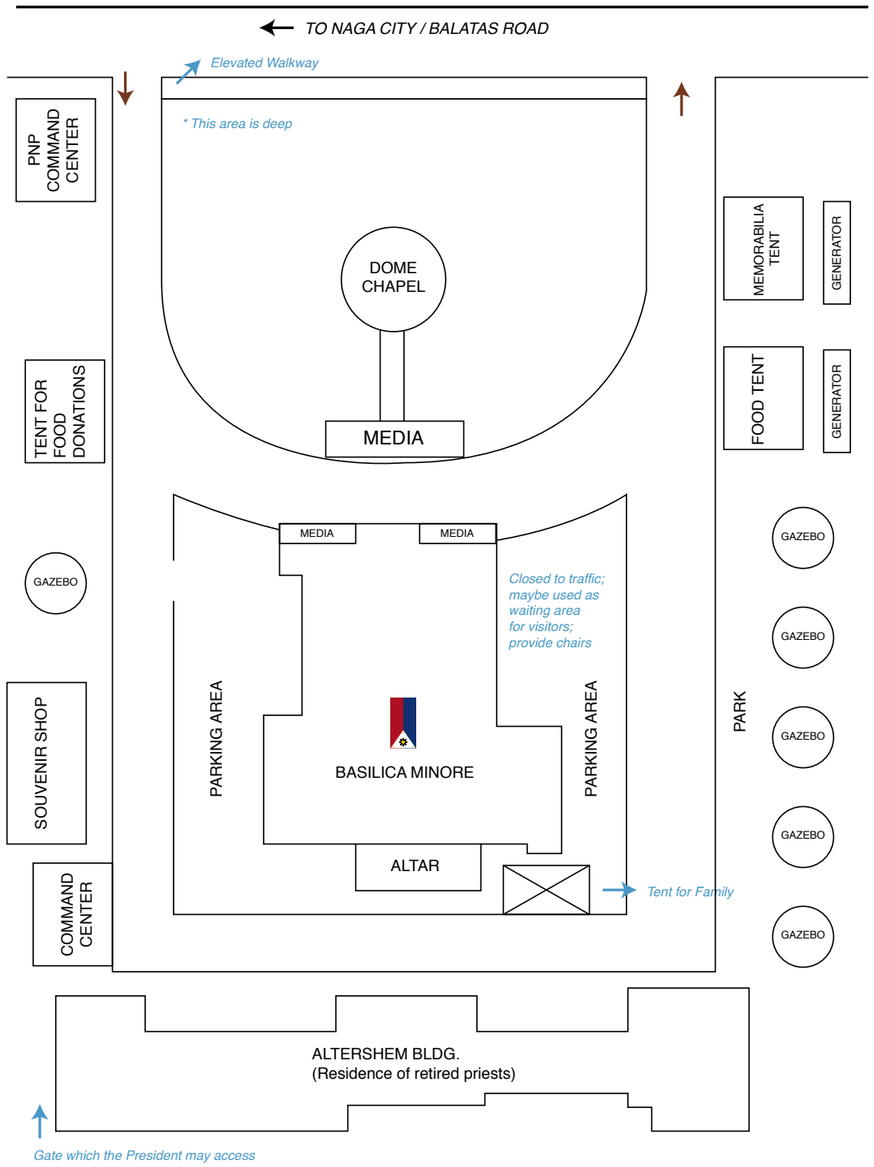
28 August, Tuesday
FROM BASILICA MINORE
DE NUESTRA SEÑORA
DE PEÑAFRANCIA TO
FUNERARIA IMPERIAL

FUNERAL CORTEGE

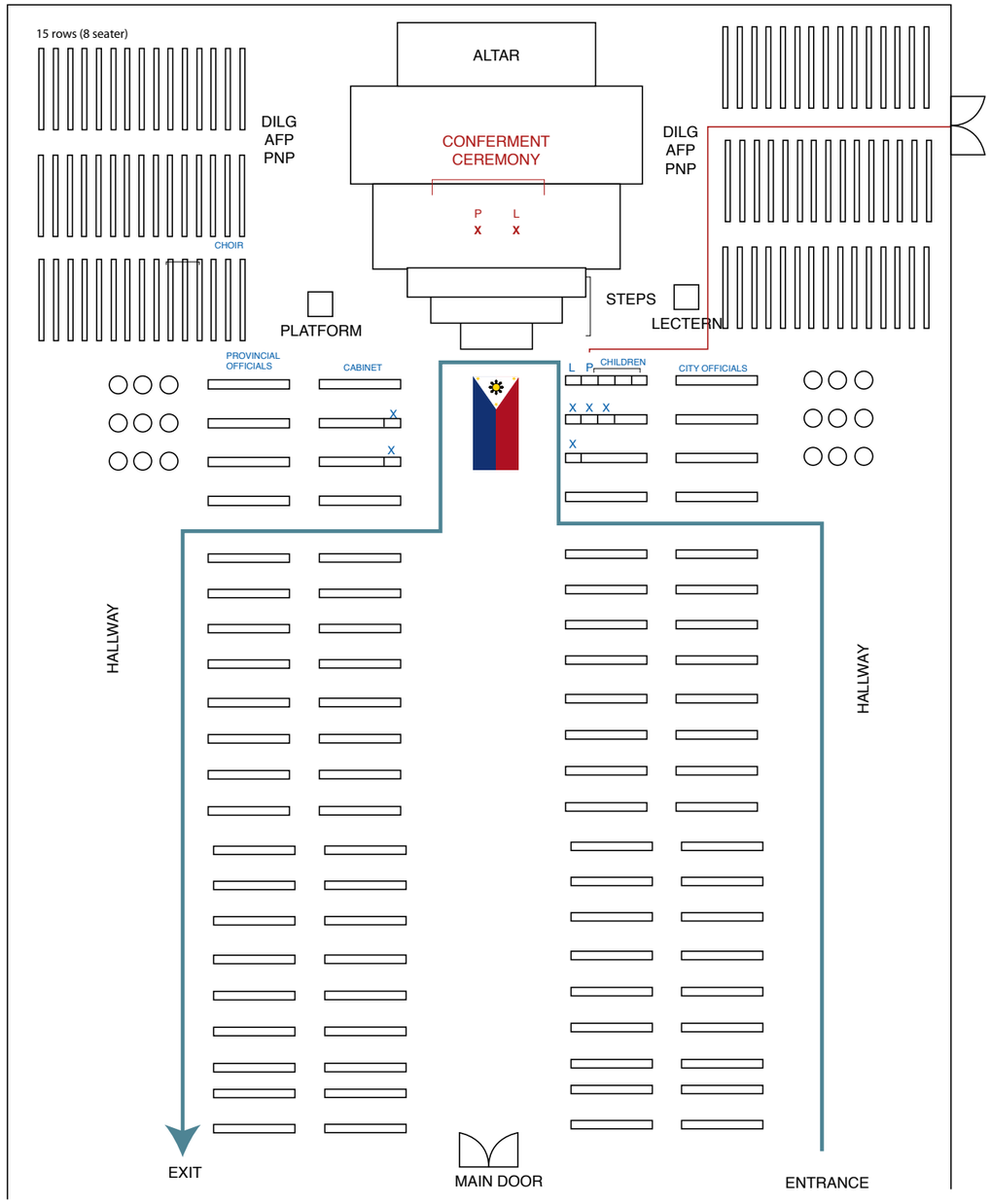
NAGA CITY



LAYOUT OF THE BASILICA
(outside)



LAYOUT OF THE BASILICA
(inside)



ACKNOWLEDGEMENTS

COMMITTEE ON FUNERAL ARRANGEMENTS AND BURIAL OF THE LATE SECRETARY JESSE M. ROBREDO

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Assistant Secretary Jed M. Eva III
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Director Ma. Teresa Arreola

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Jasper Ryan dela Cruz
Rose Arden Dela Cruz
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Joana Micah Eufemio
Venice Felix
Rosally Funclara
Christa Gualberto
Bernadette Gutierrez
Edward Heshan
Karlo Honoridez
Maylin Jemena
Jemimah Landicho
Ryan Lazo
Placida Lunasin
Erlyn Macarayan
Juanita Macario
Ronnel V. Maruquez
Melissa Nanette Matias
Norman Matienzo
Angelito F. Oda Jr.
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Estelita Quitain
Maribel Raynes
George Michael Regino
Cheryl Rentino
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Mary Ann V. Lucero
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Cesar C. Pablo
Shiela Mae Sabalburo
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Jocelyn B. Villegas
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PSupt. Perfecto De Lima

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CIVIL SOCIETY AND CIVIC GROUPS

SPECIAL THANKS FROM THE FAMILY

Kaya Natin Movement
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Mr. Robert L. Obiedo and family
Asog Garden Naga
Naga City People's Council
Naga City Volunteers for Jesse M. Robredo
Philip Imperial of Funeraria Imperial, Naga City
San Miguel Corporation
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Metro Naga Chamber of Commerce
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Missionaries of the Poor, Naga City
Christian churches and pastors of Camarines Sur
Our Muslim brothers and sisters

And to all our relatives, friends, members of the media, and the people of Naga City. Thank you.